NOVEMBER, 1957 2s. 3d.

Personnel Management & Methods

WELFARE · SAFETY · HEALTH · CANTEEN · EFFICIENCY AIDS

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"STRIKE MINDED — SAFETY BLINDED!"

INDUSTRIAL ACCIDENTS

1.48 p.m.

Mr. W. R. Rees-Davies (Isle of Thanet): I welcome warmly this opportunity of raising a subject which I believe will be of interest to the House and to the country—the methods and precautions taken to prevent accidents and to reduce industrial injury and disease. That is certainly a wide enough topic to be getting on with.

The main issue and theme of what I want to say is that the public are not safety conscious. There is a great need that it should be made far more safety conscious. It is conscious that it has to cross the road carefully for fear of being run down by a motor car, but quite unconscious of the need to take elementary care in day-to-day work. This nation is strike-minded, but safety-blinded. The nation should be safety conscious in factory, in the home, on the road, in the air, by the sea and on the land, but it is not.

There is a loss of productivity which is well known as being due to strikes. About 2½ million man days per year have been lost through strikes, but the Ministry knows full well that through accidents more than 18 million man days are lost, or seven times as great as the number lost on account of strikes. That I am sure the nation does not want, or at any rate, does not appreciate. If, therefore, measures that I will indicate could lead to a reduction by one-seventh in the total number of man days lost through accidents, we would wipe out the days lost in a whole year by strikes; and what a great objective that is.

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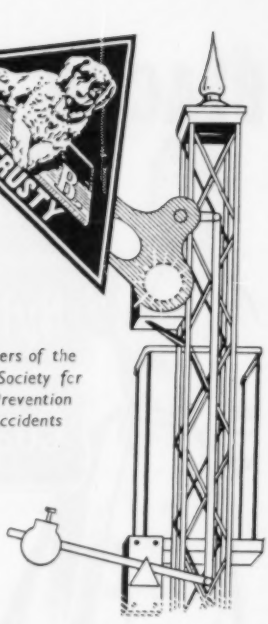

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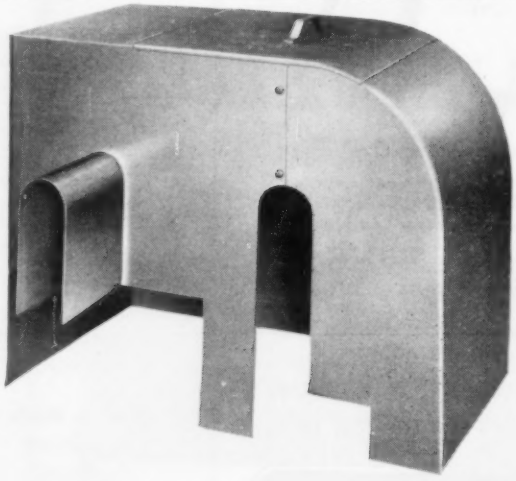

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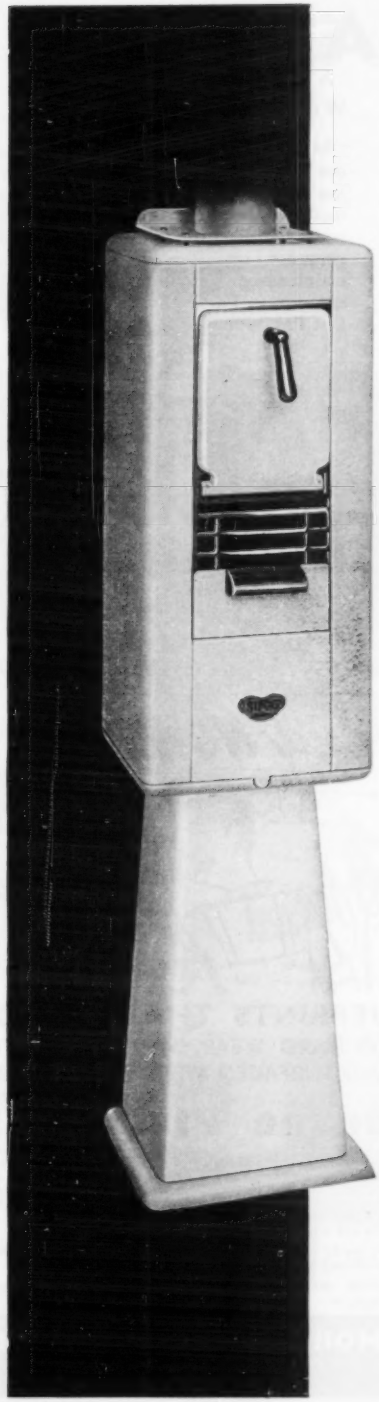

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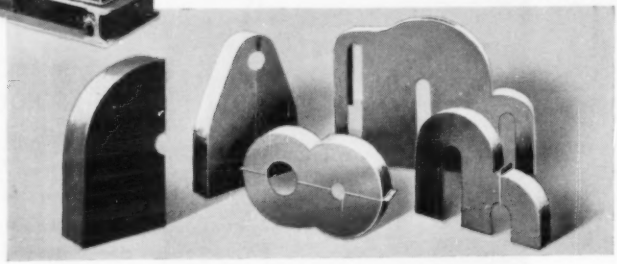

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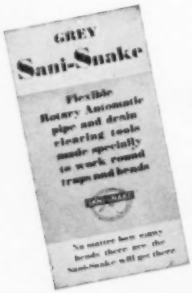

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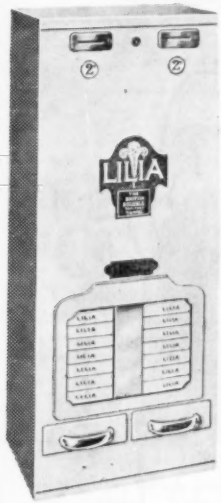

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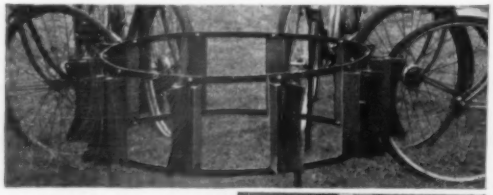

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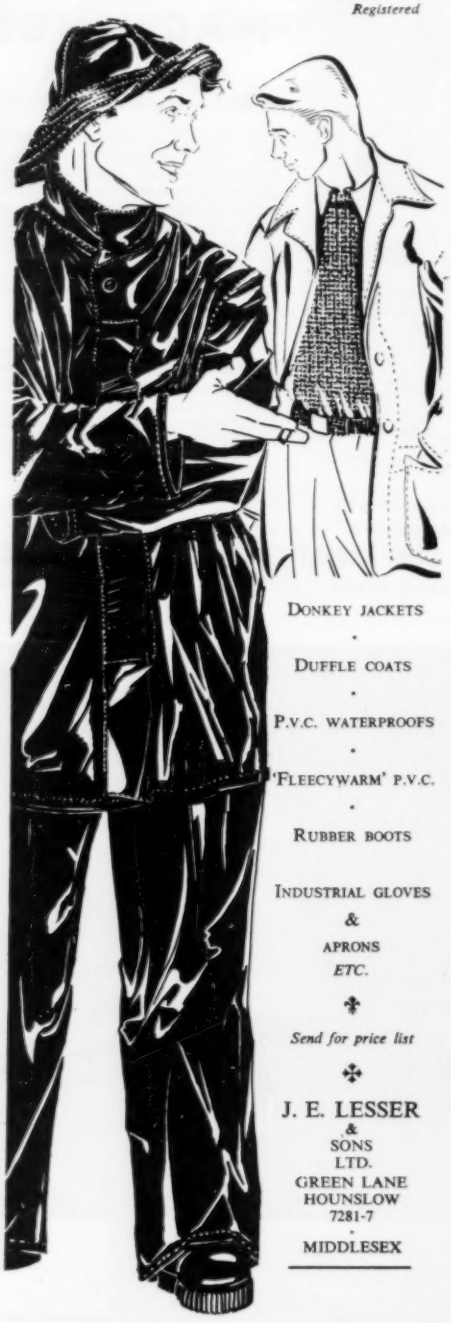

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Point Counter Point

IT HAD TO BE SAID

ONE of the first aphorisms we are taught at school is that the pen is mightier than the sword. Later on, we begin to be aware of the power of the spoken word; in recent times, Sir Winston Churchill's war-time broadcasts provide the classic example. It is not surprising, then, that when the pen and the spoken word combine in a joint campaign the result is often formidable.

However, there comes a point of satiety at which human beings can take no more. The word/pen alliance becomes subject to the law of diminishing returns and loses its potency.

So it is with human relations. A time had to come when at least one dissentient voice would be raised against the present sycophantic chorus in praise of it. Maybe, too, that voice had to come from the U.S.A., where the mystique of human relations is far more widely preached and practised than in Britain. Anyhow, writing in the *Harvard Business School Bulletin*, Professor Malcolm P. McNair has this to say:—

"While conceding that there is still too little awareness of human relations problems in many companies, by and large the whole thing has become a cult. Nobody thinks about the job any more, or getting it done, but only about people and their relations".

There is a danger of much the same thing happening over here. Company chairmen, economists, politicians, union leaders, journalists, and a host of others, are constantly talking about the need for better understanding between management and workpeople. The dogma by this time is known by heart, but the malaise is still with us. We have reached the point where exhortation and precept is useless, where human relations is donning the mantle of the cult, and it is in the nature of cults to be exclusive.

Of all people with an interest in human relations, personnel managers as a body seem more immune to dogmatic enthusiasms than the rest. I can hardly recall any ever having hurled industrial relations Scripture at me, though I have heard quite a few boast how they managed to get such and such a scheme going in their firms. It is as if experience in industry proper has taught them to be more practical than idealistic. Which is another way of saying that a mild dose of the disease is the most effective vaccination.

Complete with safety helmet and gas mask, this chain tells its own story—it failed in a standard load test and stretched, locking the links. Taken at a chemical factory in Modderfontein, South Africa. (Courtesy, "ICI Magazine".)

HIDDEN DANGERS

OUR front cover photograph this month (taken by Adolf Morath at the Consett Iron Company Ltd.) depicts the iron and steel industry in a guise which does not readily spring to mind. There are no blazing furnaces, no glowing ingots to spike the job with obvious dangers.

Yet a recent report by the International Labour Organisation points to the curious fact that the most frequent types of accident in iron and steel making are much the same as in other, quite different, industries like building or engineering. Falling objects, workers tumbling from heights, handling mishaps and works traffic accidents fill the columns of plant statistics.

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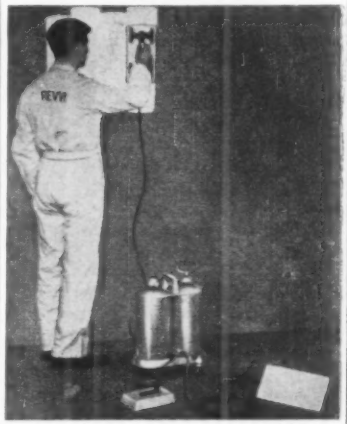

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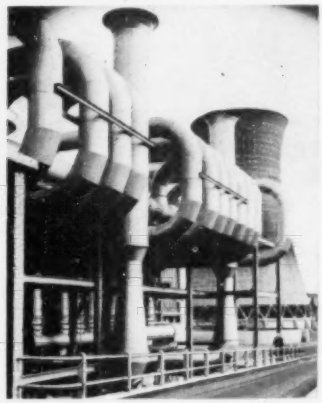

Industrial æsthetics. Pipe and valve arrangements for the world's largest blast furnace at the Appleby-Frodingham plant, Scunthorpe.

industry as a whole. In seven years the accident rate was cut by nearly 25 per cent. Moreover, since 1939 the total of fatal accidents has fallen from 116 to 71 a year. And this country's achievement is only a part of the general world picture of declining accident rates in the steel industry, which the report attributes to technological progress combined with considerable efforts to protect workers against occupational hazards. There is no room for complacency, however, for the downward trend in both frequency and severity has now levelled out.

The report was considered last month at a meeting of the ILO Iron and Steel Committee in the metallurgical town of Monterey, Mexico. The governments, workers and employers of over 20 countries were represented and many aspects of safety were discussed with special emphasis on the human factors.

One of these was the effect of warning posters as a form of safety education. It was found that humorous posters were usually more effective than those which preached the message at the worker, although periodical refresher training was an important factor. In one British steelworks, the report noted, about 700 newly engaged men had undergone special training of various kinds over the past five years.

The accident frequency rates of the newly trained men were only one-third of those of other workers.

WHITE COLLARS UNITE!

AT a recent meeting of the South London section of the B.I.M., the chief personnel manager of Philips Electrical Industries Ltd., Mr. D. F. Hutchison, had some blunt things to say about staff and clerical workers. True, they were a much misused and exploited section of industry but—

"the reason why they have not become organised is really a form of snobbery as the white collar worker likes to imagine he is a little above the factory hand. However, they want to shake up their ideas because if they became organised they could raise their own standard and do much to counter exploitation. The trade unions ought to have them in their ranks because of the qualities they would bring with them . . . After all, what difference is there between operating a punching machine in the factory and tapping the keys of a typewriter in an office? We may find it takes more energy to do the latter."

Mr. Hutchinson then mentioned automation and gave it as his opinion that, when it arrived, it would be impossible to distinguish the clerical worker from the operator. "Everyone", he said, "will be a white collar worker then".

ROOM WITH A VIEW

DELEGATES to the I.P.M. Conference at Harrogate were treated to an ingenious piece of rambling by Mr. Lewis T. Wright, general secretary of the Amalgamated Weavers' Association, when he addressed them on the Sunday morning. Mr. Wright told how an old weaver was sentimentalising over "the good old days" to a young apprentice.

"Then", said the old man, "you knew the boss, and the boss knew you—there was none of this modern business of the worker just being a number on the payroll. And if you were mooching about of an evening with nothing to do, and the boss happened to meet you in the street, as like as not he would treat you to a slap-up supper and a show afterwards. And if you missed your last tram, he would think nothing of finding you a room for the night in an hotel".

At this point sceptical noises came from the body of the hall, but Mr. Wright continued:—

"So then the young apprentice asked: Well, that fair blows me over. Did this ever happen to you?".

"No", said the old weaver, "but it happened to my sister".

'TWIXT RAGS AND RICHES

SO many books directed at management seem to be written as if the authors have some Executive Superman in mind. It is as if they are saying "Here are the facts and theories that will make everyone happy and prosperous; we know that you will be able to supply the necessary initiative, insight, understanding, tact, patience, skill, perseverance and any other quality required for the successful application of our formulæ."

That is why Dr. George Copeman's book *Promotion and Pay for Executives* published a few weeks ago (Business Publications, 18s.) is such a welcome change, for he never loses sight of the fact that the executive is a human being as fallible as any other. He accepts the fact that men are motivated by ambition, self-interest, the desire for personal property and so on and that they are subject to frustrations, envy and feelings of grievance and inadequacy. On the other hand, Dr. Copeman is not describing a bounder practising some subtle form of rat-race lifemanship. As Sir Miles Thomas says in the foreword:

(continued overleaf)

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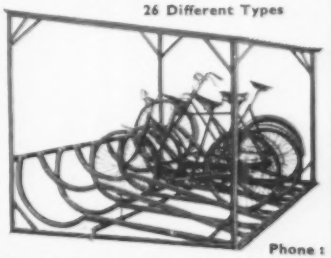

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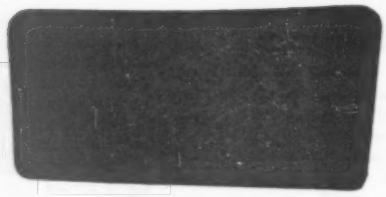

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This is the man for whom the author has processed the facts and views of 50 interviews with executives of all ranks into a most readable and significant book.

So far as personnel officers are concerned, the book is of interest for three reasons. First, they come into the area of Dr. Copeman's studies. Second, it is not another book about how to get on with the rank and file of the shop floor. Third, it is a salutary reminder that executives, as much as any other group in industry, have personal problems which have nothing to do with ulcers or blood pressure. Who knows, the day may come when they too will seek the advice of the Personnel Department.

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4. When he begins to think the company can't get along without him.

5. When he becomes adept at thinking of reasons why a new idea or method won't work.

6. When he begins to feel sorry for himself and tells friends that his boss does not appreciate the years he has "given" to the business.

7. When he begins to feel that his position rates a bigger office or a larger staff.

8. When he arrives at work later, lunches longer, and leaves the office earlier.

9. When he tries to convince people that the excessive time he spends on the golf course is good for the business.

10. When he loses the knack of talking with people and begins to talk at them.

—American Business

★ ★ ★

There are 21,000 shop stewards in the A.E.U. Of these, only about 500 are members of a revolutionary political faith which believes in the class struggle".

Executive Councilman J. M. Boyd at the I.P.M. Conference.

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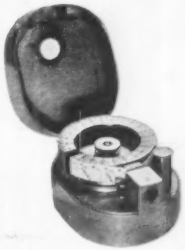

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Do You Think Your Salary Is

Too Little, Too Much —or Just Right?

Personnel Management Salary Survey Reveals Wide Discrepancies

By ROBERT McKINNON

IN the summer of last year the Institute of Personnel Management carried out a survey of salaries paid to personnel officers and a few weeks ago published a report analysing the results of this work.* In the first paragraph of the report, however, the Institute, with its customary circumspection, stated that "it was not possible to ensure a statistically representative survey of personnel management salaries in Great Britain and the results . . . should therefore be interpreted with caution." The reasons given are that the survey was based on a sample drawn first from Institute members and then subject to self-selection by the members themselves.

In stating these qualifications, the Institute lays itself open to the charge of being unduly modest or disingenuous for no reason is given why salary structures among non-members are likely to be any different from those of members. Second, any survey is, or ought to be, subject to selection. Third, it is obvious from the results that the Institute went to a lot of time and trouble to get as broad a sample as possible. Fourth, the survey is important if for no other reason than the fact that it is the only one of its kind we are likely to get for a considerable time.

To collect the information, questionnaires were sent to 300 companies throughout the country and senior personnel officers were asked to complete them on behalf of their personnel staff. Of these questionnaires, 168 were completed covering a total of 1,027 personnel management appointments. The information is tabulated under a number of headings, chief of which are type of appointment, industry, area and structure.

Jobs Break-down

The types of appointment as defined by the Institute are interesting in themselves. There were nine, as follows:—

A. Personnel Management Trainee

Duties and Responsibilities. To gain practical experience of all aspects of personnel management and to assist under supervision. Responsible to personnel manager. Median salary (according to survey) was £625 for men and £425 for women.

B. Assistant in Personnel Department

To give general assistance either in the whole field of personnel management or in a specialised section. Responsible to personnel manager or senior specialist. Median salary, men £758, women £537.

C. Assistant or Deputy Personnel Manager in Small Company (less than 800 employees)

To help with the running of the department or to take responsibility for specialised sections, e.g. training, welfare services. Responsible to personnel manager. Median salary, men £831, women £720.

D. Single-handed Personnel Officer in Small Company or Branch Factory or Personnel Officer with Small Department

To be responsible for the day-to-day administration of the whole department. To advise the Board on personnel policy or to carry out a policy decided by a director or central personnel department. Responsible to managing director, works manager or chief personnel officer. Median salary, men £977, women £615.

E. Assistant/Deputy Personnel Manager in a Medium-sized Firm (800-3,000 employees)

To assist personnel manager in executive, supervisory and advisory duties and/or to take responsibility for a specialised section. Responsible to personnel manager. Median salary, men, £942, women £760.

F. Personnel Manager in Medium-sized Company or Branch Factory (800-3,000 employees)

To be responsible for the day-to-day administration of the whole department. To advise the Board on personnel policy or to carry out a policy decided by a director or central personnel department. Responsible to managing director or chief personnel officer. Median salary, men £1,367, women £779.

G. Head of Specialist Department in Medium-sized Unit (800-3,000) or Large Company (3,000 plus), e.g. Training Officer, Employment Officer

To have full advisory and executive responsibility for a specific function, e.g. internal relations, education and training, wages, employment. Responsible to personnel manager or chief personnel manager. Median salary, men £1,230, women £950.

* *Personnel Management Salaries.* I.P.M., 80 Fetter Lane, London, E.C.4. 25s.

H. Personnel Manager in Large Company or Group of Companies (3,000 plus)

To formulate personnel policy and see that it is understood and implemented at all levels. Responsible to board of directors. Median salary, men £2,100, women £1,300.

I. Personnel Director in Large Company or Group of Companies

Director on the Board with responsibility for personnel administration. Responsible to chairman of the Board. Not enough figures collected to arrive at median salary.

These, then, were the nine categories of appointment and, as was inevitable, some companies had difficulty in assigning all their staff to these classifications. This, of course, was not the fault of the Institute; rather it is due to the diversity of activities that now come under personnel management.

The median rate for any grade is a representative rate obtained by arranging the salaries paid in that grade in order of magnitude from the lowest to the highest and taking the rate for the middle individual in this arrangement.

Fuller details of salary according to category are given in Table 1.

Classification by industry had to be kept as simple as possible, so the following industrial groups were used: metals and engineering, chemicals, textiles and clothing, food, drink and tobacco, and retail and wholesale distribution.

For analysis by area the country, like Ancient Gaul, was divided into three parts:

North. Scotland and England north of a line drawn approximately between Merseyside and the mouth of the Humber.

Midlands. Between two lines, one drawn between Merseyside and the mouth of the Humber and the other from the Bristol Channel to the Wash.

South. The rest of England south of a line between the Bristol Channel and the Wash.

Very Elastic Indeed

Reverting to Table 1, it will be seen that there is only a narrow salary spread in each of the first five categories but that the dispersion is greater in categories *F*, *G*, and *H*; the report attributes this to the widely different jobs done by senior personnel officers. Another interesting feature is the width of the salary range in each category: for instance, Group *F*, where it ranges from £600 to £3,500 for men and £450 to £1,900 for women. Even in the case of trainees, the salary could be anything from £400 to £900 for men. Admitted, some people may have been placed in the wrong category, but the figures nevertheless indicate that we are a long, long way from any sort of national salary scales for personnel people.

Nor, it seems, is there any suggestion of equal pay. In fact, a most surprising feature is the low salary scale for women in *D* and *F*. These categories are both heads of department and it can be assumed that the women's duties are comparable with those of the men. Yet, in category *D*, the median salary for women is less than 63 per cent of the men's, and in *F* it is less than 58 per cent. In categories *C* and *E*, however, there is much less difference. These jobs are both assistant personnel managers, and in a number of cases the women are assistants to men and the figures suggest their salaries are then comparable with those of men in the same organisation. Taken in conjunction with *D*, it supports the theory that women's salaries are higher

	A		B		C		D		E		F		G		H	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
No. of P.O.s	31	20	194	96	15	48	67	61	104	54	136	41	98	20	36	6
Lower quartile	£ 561	Under 400	£ 703	478	£ 719	687	£ 837	531	£ 841	631	£ 1085	702	£ 958	670	£ 1600	
Median	625	425	758	537	831	720	977	615	942	760	1367	779	1230	950	2100	1300
Upper quartile	769	467	857	683	921	741	1144	712	1060	912	1616	997	1525	1200	2600	
Range from	400	Under 400	500	400	450	450	500	400	550	400	600	450	600	550	1000	700
to	900	550	2000	950	1100	950	1400	2250	2750	1500	3500	1900	Over 4000	1700	Over 4000	2250

TABLE 1. SALARY ACCORDING TO CATEGORY.

The median rate is defined in the text. The lower and upper quartiles are obtained in a similar manner as follows. When the salaries are arranged in order of magnitude from the lowest to the highest, the lower quartile is that of the individual one-quarter of the way up and the upper quartile is that of the individual three-quarters of the way up. Thus one-quarter of the individuals in each grade have salaries in each of the following ranges: (a) less than the lower quartile; (b) greater than the lower quartile but less than the median; (c) greater than the median but less than the upper quartile; (d) greater than the upper quartile.

Table 2. Salaries According to Area

MEN

		A	B	C	D	E	F	G	H
North	No. of P.O.s	4	44	6	8	28	26	24	9
	Lower quartile		642			717	925	850	
	Median	450	716	817	925	867	1080	1000	2125
	Upper quartile		745			1017	1383	1266	
Midlands	No. of P.O.s		29		21	20	36	29	10
	Lower quartile		662		826	908	1133	906	
	Median		775		862	929	1525	978	2375
	Upper quartile		819		981	950	1650	1092	
South	No. of P.O.s	25	93	9	31	50	51	45	17
	Lower quartile	589	716		844	845	1319	1250	1625
	Median	688	805	908	1070	974	1525	1464	2042
	Upper quartile	776	996		1225	1183	1762	1815	2562

WOMEN

		A	B	C	D	E	F	G	H
North	No. of P.O.s	9	25	7	21	17	18	4	1
	Lower quartile		460		533	571	682		
	Median	400	537	725	575	725	730	675	1250
	Upper quartile		637		829	819	1225		
Midlands	No. of P.O.s	1	11	4	16	10	9	6	1
	Lower quartile				450				
	Median	Under 400	515	700	550	700	725	684	1350
	Upper quartile				637				
South	No. of P.O.s	10	49	37	24	23	10	10	4
	Lower quartile		476	706	600	662			
	Median	467	523	722	630	762	850	1000	1400
	Upper quartile		646	740	700	912			

when they are working alongside men.

With the possible exception of distribution, the figures did not reveal any clear tendency for any industry to pay men personnel officers more than the general level. The largest sample occurred in category *B* (personnel assistants). Here the median salaries were as follows: chemicals £767, engineering £744; textiles £850, distribution £1,233. On the other hand, among the heads of departments, in the small company or branch engineering pays more than chemicals and textiles, while in the medium and large companies textiles and chemicals pay more than engineering. In all categories except *H*, higher salaries are paid in distribution.

In the women's table one fact stands out clearly: textiles—traditionally a woman's trade—pay lower salaries than elsewhere except in categories *D* and *E* where chemicals have the doubtful distinction of being the lowest-paying industries. Of 83 women in the textile sample only 22 receive over £700 a year and only 6 over £1,000. On the other hand, some categories of men personnel officers in textiles are more highly paid than in chemicals or engineering.

In some categories, the relationship of men's to women's salaries differs from industry to industry. For instance, in textiles, category *F*, the median salary for women is only 44 per cent of that for men, and in engineering, category *F*, 79 per cent.

Pay Comparisons by Area

Table 2 contains both single-unit and multi-unit companies under the area of their head offices, but it should be borne in mind that a considerable number of personnel officers in multi-unit companies work in the Midlands and North though their head offices are in London. To a lesser extent this also applies to head offices in the Midlands and North.

From the table it appears that men are paid slightly more in the South than elsewhere, with the one exception of category *H* where the median salary in the North and Midlands is higher than in the South. Again there is no uniformity about the relationship between the North and the Midlands, the salaries being higher in the North in categories *D* and *G* but lower in *B*, *E*, *F* and *H*.

Among the women there is extraordinarily little differentiation by area in the lower salaries, but in categories *F* and *H* a somewhat larger salary is paid in the South. It would seem that women in the South are paid less in proportion to men than in the North and Midlands. For example, category *D* in Table 2 shows that in the North the women's median salary is about 62 per cent of the men's, 64 per cent in the Midlands and less than 60 per cent in the South.

Figures for Scotland and London were analysed separately. Salaries in Scotland were not noticeably different from those in the North of England, nor was there any obvious sign that those in other parts of Southern England were lower than in London.

Pay and Size

There is also some relationship between pay and the size of the company. On the whole, large companies pay higher salaries than the medium-sized business, which in turn pays more than the small firm. One exception, for both men and women, is category *D*. This category, it will be remembered, covers personnel managers of small companies holding full responsibility for the personnel function and also personnel managers of branch factories who have to apply the policy laid down by the central personnel department. In the circumstances it is only logical that small firms are paying a little more to those in category *D*. One might also expect the same to apply to category *F*, but here nevertheless the big concerns pay the higher salaries. The low salaries for women in category *D* seem to bear a nearly constant relationship to men's salaries in companies of all sizes, the figures being about 63 per cent in large and medium concerns and 65 per cent in small firms.

The general impression one gets from this survey is that personnel management salaries depend very much on the firm concerned. There is little or no evidence in the figures to suggest that one firm follows another's lead, though as the personnel function grows in importance some more general basis of payment will no doubt evolve.

The survey, despite the Institute's modesty, is a useful document from which to draw personal comparisons. The figures apply, of course, to the summer of 1956 since when the cost of living and, in some cases, salaries have gone up. So perhaps the best way of working out one's financial fortune, or lack of it, is to refer to one's salary at the time the survey was going on. In this way you will get some idea of whether you are getting too little, the right amount or—perish the thought!—too much.

Summary of the Main Conclusions

1. **This I.P.M. report may not be completely representative but it is a reliable guide to personnel salaries.**
2. **Such salaries depend more than most on the company concerned. There is no evidence of a national approach. In some cases in fact the difference in pay between people doing the same job is ridiculous.**
3. **There is no suggestion in the figures of equal pay for equal work. In most categories women get about 63 per cent of a man's salary.**
4. **Slight differences in pay according to area can be detected but these are much smaller than might have been expected.**
5. **There is little or no evidence that any one industry (with the possible exception of distribution) tends to pay personnel officers more than any other industry.**
6. **On the whole, the larger the company the larger the salary paid. The exception is the personnel manager in the small company with full responsibility for the personnel function.**

N.B.

The Editor would welcome correspondence on this topic. Names and addresses would of course be treated in the strictest confidence.

Personnel Officers told of our Black Market in Labour

Editor Reports on I.P.M. Conference

EACH year Harrogate acts as host to something in the region of 150 conferences. As this year's retiring I.P.M. president, Miss M. Hankin, so nicely put it, "there is everything from magicians to morticians". Somewhere between these extremes comes the Institute's own annual occasion; in fact "neither magic nor dead" just about sums it up.

Of course, some I.P.M conferences are better than others, and this year's (October 4 to 6) was one of the better variety. Apart from the quality of the speakers and the good attendances at the various sessions, the conference could boast a coherent theme—namely, wages policies, arbitration and related topics. This is, of course, extremely topical in view of the danger of inflation and, despite the fact that the Russions had just launched their satellite, delegates remained earthbound and attentive to the matter in hand.

First on the bill was Sir Richard Snedden, C.B.E., LL.D., Director of the Shipping Federation. The programme merely described his talk as "opening address", but gradually Sir Richard got round to the matter of wage claims. However, not before he made the point that the biggest enemy to good industrial relations was cleverness or slickness. "In industrial relations you may be successfully clever once, but you will never repeat that success—if indeed 'success' is the right description".

Sir Richard's main point was that the General Production Index was no automatic slide-rule to which wage rates could be adjusted. There were too many limiting factors. First, there were the nationalised industries which employed 2½ million people or nearly 12 per cent of the entire employed population. In their case, he said, the question is not what they can afford to pay but what the political party in power thinks the taxpayer will stand and understand. Second, there were compulsory wages boards covering about 20 per cent of the employed population where the ultimate decision rested with the independent members and not with the employers who had to make ends meet. Third and most important was that no industry could afford to look too closely to its immediate ability to pay if a refusal to keep in line with other industries meant they were likely to lose their labour, skilled or unskilled.

Sir Richard put this point more bluntly later on when he said:

"When there is a scarcity of anything there is a black market. Why should we expect that this natural phenomenon should be absent when what is in short supply is labour? It is shortage of labour which makes employers yield increases of wages which they feel are not really justified either on merits or the financial situation of the country".

Yet another complication was that by some strange reasoning a reduction in hours of work, increased pensions, increased holidays with pay, or other so-called "fringe" benefits did not seem to be regarded as inflationary as a direct increase in wages.

Mr. R. L. Webster, chief personnel officer, Hoover Ltd., is new I.P.M. president.

An Outdated System

In complete agreement with Sir Richard was the second speaker at the plenary sessions, Profesor D. T. Jack, C.B.E., chairman of Courts of Enquiry into engineering and shipbuilding disputes earlier this year. Professor Jack's view was that the traditional system of wage negotiation was out of date and that Governments, management and labour had all failed to reach a new, imaginative approach.

Experience of other countries, Professor Jack claimed, had not been very encouraging in the matter of a unified wages policy. Any central wage-fixing body could well have their decisions evaded by fringe benefits, besides which our trade unions would be very reluctant to hand over their powers to any other body. Supreme responsibility rested with the Government of the day. If they prevented inflation, a unified wages policy was not needed: if they did not, such a policy would in any case be futile and ineffective.

If the general tone of the first two speeches was tinged slightly towards the employer"s case, the balance was redressed—naturally enough—by the third speaker, Mr. Lewis T. Wright, general secretary of the Amalgamated Weavers' Association and chairman-designate of the British Productivity Council. Mr. Wright spoke as a trade unionist and reminded the personnel managers present that the movement as a whole did not believe that labour would share automatically in the benefits of automation. No union opposed automation in principle but labour would have to fight for its share of the spoils; at least that was the union belief.

"Since the Industrial Revolution", he said, "scientific development in industry has proceeded with a complete lack of consideration for the human being.

Ending with a plea for more research into the social problems of industry, Mr. Wright said if we allowed our technical knowledge to outstrip our understanding of human behaviour, then we *would* be faced with a bottleneck in productivity.

New I.P.M. Officers

THE following officers were elected at the Annual General Meeting of the Institute of Personnel Management, held at Harrogate on October 5:—

President—**Mr. R. L. Webster.**
Vice-presidents—**Mrs. M. J. I. Gilmore, Mr. A. J. Nicol.**
Honorary Treasurer—**Mr. F. W. Lawe.**
Honorary Editor—**Mr. J. P. Bartlett.**
Honorary Secretaries—**Mr. H. Burrell, Mr. Dolbey.**
Immediate Past-president—**Miss M. Hankin.**

Feature Card System Saves Time and Space

How Details on up to 30,000 Persons can be stored in two Desks

THE problem of maintaining personnel records is a constant headache for the personnel department. Many methods have been tried, and few personnel officers are without memories of a changeover from one to another, made in the attempt to overcome failings or to meet expected additional demands. This article describes a method which is believed to have fewer failings than most whilst providing greater than normal response to the demands of growth. It is based on an enquiry into the keeping of personnel records, viewed as a particular instance of the general problem of storing and retrieving data of all kinds.

There are two quite different types of question which personnel records are expected to answer. The first is, "What do we know about person so-and-so?" and the second, "Who possesses the characteristics required for doing such-and-such?". These are basic to all forms of information retrieval. The first seeks to know the features possessed by given items; the second seeks to know the items possessing given features. An effective system of personnel records must be able to answer both with equal ease and speed.

The raw material of records is found in letters, application forms, ledger entries, interviewers' notes, etc. Normally, this information is stored briefly on cards—its most convenient resting place—and refer the user to the files of assorted documents when greater detail is required. The type of card most suitable for personnel records is therefore the first point to consider.

Basically, there are two forms of card, corresponding to the two questions mentioned above. These are known as item cards (one card per item, each giving a list of the features possessed by the item) and feature cards (one card per feature, each giving a list of the items possessing the feature). Feature cards are far less well known than item cards, largely because it is simpler to think of one person as being represented by one card than it is to think of one person being scattered in the form of separate characteristics over a whole range of cards.

However, despite their relative unfamiliarity, feature cards are by far the more versatile of the two. Their use involves no machinery—not even such elementary machinery as needles—and they provide an immediate and visible over-all view of the personnel situation as well as a quick identification of individuals and their characteristics. This is because, in the first instance, they answer by direct reading all questions of the second type—that is, "Who has the following characteristics, and how many such people are there?".

By J. L. JOLLEY, M.A., B.Sc. (Econ)
Brisch (Indexing) Ltd.

A typical feature card installation in the personnel field consists of cards ranged for easy selection in a suitable holder under such headings as *age, remuneration, personal qualities, education, welfare, family, grade, department,* and *conditions of employment.* Under each heading is ranged a set of cards which between them refer to every aspects of that heading, which is of interest. Under *welfare,* for example, there could be cards entitled "one or more illnesses", "two or more illnesses", "one or more accidents", "two or more accidents", "disabilities", "family difficulties", and so on. Every card provides a numbered place for each one of a thousand or more people; and each person is allotted the same place on every card.

If someone employed in, say, the pressing shop has an accident, this can be recorded on feature cards by punching a hole in his, or her, position on the "one or more accident" card, and also on the "employed in the pressing shop" card. *(This is one action, not two: the cards are just superimposed and one punching does for both.)* From the moment this information is recorded, the question "Who has had an accident in the pressing shop?" can be answered—by the position of a throughgoing hole—once these two cards have been put together. If the workers in the pressing shop are accident-prone, the two cards will be peppered with holes.

By such quick superimposition, and without any complicated selection or sorting of any type, feature cards will answer questions as widely different as: "Has the firm's training scheme had any effect upon the accident rate?", "Which department has the highest incidence of sickness?", "Who are the most suitable persons from whom to choose someone to fill this new post?", "How many women employees over the age of 25 have been with the firm for more than four years?", "What would be the effect upon the firm's age structure of stopping recruitment for a year?", and "How many employees are there in each income bracket from £300 to £3,000 per annum, and how does this

compare with the national wage structure?".

A feature card installation, like all punched card installations, consists of three elements. These are: (a) the actual card-holding equipment, punch and cards, (b) the classification of the information to be recorded on the cards (which in the case of feature cards is also a statement of the order in which the cards are kept) and (c) an index giving the meanings of the holes punched in the cards.

The equipment used for feature cards usually has the great advantages of simplicity, compactness and portability. A large installation (that is, one capable of dealing with up to 30,000 employees) can be accommodated at two normal-sized desks, while a small one dealing with up to 2,000 can stand at the user's elbow, occupying no more space than a dictating machine. Its job is simply to present the cards, ranged in order, for easy selection. The skill which, in the case of item cards, goes into the engineering of sorting or selecting devices goes, in the case of feature cards, into the classification.

This is of particular importance because a very large number of different characteristics have to be represented in a very small compass, and because widely differing questions must be answered with the least amount of trouble. Correct classification will also minimise the amount of work needed to keep the cards up to date.

Fortunately, there are experts who concern themselves with such recondite matters as pattern punching, combination punching, off-set punching and the like, so that the user need never be troubled by them: he has only to sit down and operate what they have designed.

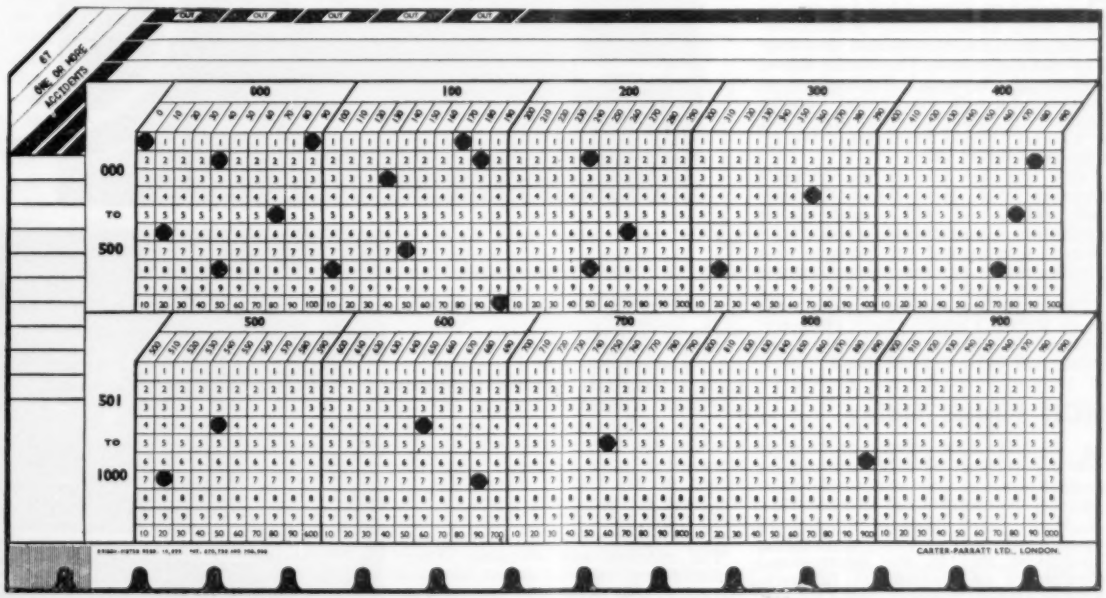
The Index

The third element—the index—is the way in which a feature card installation answers the first of the two basic questions that may be asked about any set of data ("what do we know about person so-and-so?"). Such an index would, in other fields of information retrieval, be in two parts—the first relating the numbers of positions on the cards to the names of the actual items to which they refer, and the second relating the items to their numbers, in case the inquiry for information came from someone who knew only the name.

In the case of personnel records, however, the files of original information can be kept in name order, and will perform this second function effectively without further treatment.

The first function is achieved by ranging the number-to-name index, on cards, in the same container as the feature cards themselves. This index contains, besides numbers and names, a brief list of the other information available about the person concerned, including details of feature cards on which he or she is recorded. Thus it acts as (a) the means of answering questions of the first type, (b) a historical record (which is needed since the cards themselves are always up to date) and (c) a means of selecting all the cards on which any person is represented, should alterations become necessary. *Alteration is easy: all that is required is a suitable supply of opaque pressure-adhesive material to block out unnecessary holes.*

Feature cards can offer a great deal to a personnel department—and indeed to anyone concerned with the efficient maintenance of records of any type. They are remarkably effective in (for example) the preparation and processing of research data, in the maintenance of membership records, and in the retrieval systems of technical libraries. They give their answer quickly and easily, are notably compact, can be completely confidential, and are extremely versatile. If the answer exists in the data, the cards will give it; and moreover, they will do so while the user holds a telephone receiver in his other hand.



A typical Brisch-Vistem feature card produced by Carter-Parratt Ltd. The card shows all the people in the firm concerned who have had one or more accidents. The bunching of holes in the top left-hand corner is due to the fact that employees taken on earlier have been longer at hazard.

Management News and Ideas

NEW TWI FOR JOB SAFETY

A JOB safety training programme for supervisors has now been set up by the Ministry of Labour. It will run on similar lines to that of the established Training Within Industry scheme. The course is designed to increase a supervisor's safety consciousness, to improve his knowledge of the technical aspects of safety relevant to his own firm and to advise him on how to prevent accidents.

As with TWI the programme consists of group discussion, role playing and case study. "Learning by doing" takes the form of a practical exercise in spotting potential dangers and possible ways of removing them.

The first of the new courses was held in September. They will be held regularly from now on, although they are at present fully booked until the New Year. Further information can be obtained from the Ministry (T.7), Ebury Bridge House, Ebury Bridge Road, London, S.W.1, or from any regional office.

Productivity Boost

AN opportunity for firms in and around the Central London area to learn more about raising productivity in the office, the factory and the shop is offered this month. The Northampton College of Advanced Technology is collaborating with the Central London Productivity Association in organising a "Central London Productivity Week" from November 18-22.

This will be held at the college's premises in St. John Street, Clerkenwell, E.C.1, and will consist of an exhibition demonstrating productivity ideas in practice and a conference with lectures on a wide range of applications from work study to computers.

Tickets for the lectures are obtainable from R. G. Cattell, Hon. Treasurer, Central London Productivity Committee, c/o I.C.I. Ltd., Millbank, S.W.1.

NCB Fights Delay

A £5 MILLION scheme to improve the efficiency of telephone systems in coal mines is now being undertaken by the National Coal Board. Mr. B. H. P. Rivett, head of the Board's operational research department, announced this to the International Conference on Operational Research, held in Oxford recently, when he presented an N.C.B. survey of British pits. The report recommended that telephones should be nearer the coal face, that main switchboards should be better manned, and subsidiary switchboards removed to reduce delay in warning men of an emergency.

The improvements may well help to avoid disasters like one described in the report in which 80 men died partly because it took longer than 45 minutes to warn them of a conveyor-belt fire.

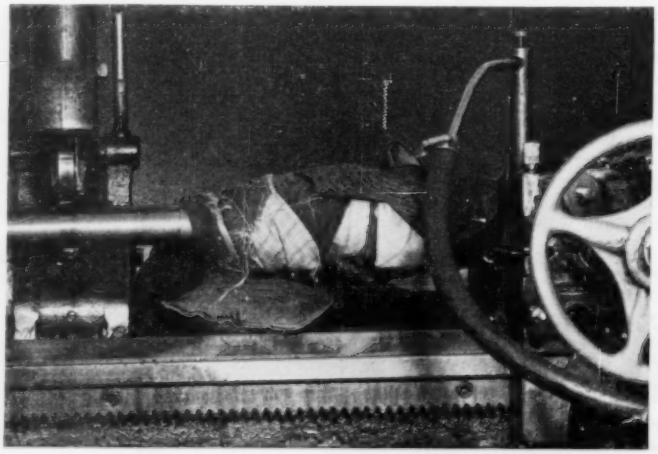
Electrical Hazards

A READY reference safety manual for electrical engineers has recently made its appearance. The first in a series dealing with this field of industry, it reviews the legislation and other regulations pertaining to the safe use of electricity in a chemical works.

In the years 1933-35, ICI prepared a series of engineering safety standards for use within its own organisation. The valuable purpose which these served in reducing the accident rate by more than a half has encouraged them to revise and extend the manuals under the title, "ICI Engineering Codes and Regulations (Safety)". They are made available to industry through RoSPA, Terminal House, 52 Grosvenor Gardens, London, S.W.1.

This booklet is the latest to appear; other codes in the series include electrical plant installations, portable and transportable electrical plant equipment, design, layout and installation of machines, construction and maintenance, lifting appliances, building and structures, railways, haulage and docks, wharves and quays, and road transport of plant.

MAN VERSUS MACHINE

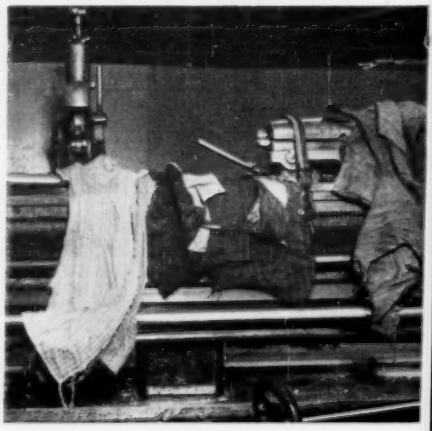


MAN beats lathe—that's news, as the proverbial editor might have remarked. But a brief obituary could easily have been the sequel to this accident in the Glasgow engineering works of G. & J. Weir Ltd.

Those are not cleaning rags draped over the lathe (picture, right), but the tattered remnants of the operator's clothing. Normally a careful worker, he was calipering a job while the machine was still running, with his arm stretched over the shaft, when the loose sleeve of his overalls was seized by the tacky surface of the rough cut job. His clothes were ripped from him and bundled tightly round the shaft (above).

The outcome was fortunate, though embarrassing; he was unhurt and lost no more time than was necessary to find another set of clothes.

Photos—courtesy of "The Weir Bulletin".



The Overtime "Racket" Is Draining Our Production Effort

Need industry be a slave to tradition? asks Discussion Leader

FOLLOWING our discussion on the industrial causes of inflation, started in the September issue, I have received a letter from a builder's foreman. He says "inflation is no good for any of us. It could be stopped if everybody wasted less time. I see plenty of that in my trade. Also, in my capacity as a father, I see my son who is an apprentice tool maker learning bad ways. All his shop work overtime each Wednesday night as a matter of course and often he tells me that all they do is play cards".

I have sensed that the feeling is spreading amongst managers that overtime systems have got out of hand and are becoming a continuing drain on our production effort. A foreman from one of our largest and most efficient box making firms expressed this point very forcibly to me. "We shall make no progress", he said, "towards solving our problems until we do something about the overtime racket. When the trade unions are asking for a 40-hour week their members do not want shorter hours but more hours' work at overtime pay. They don't want to stay at home on Saturday mornings helping with the children and shopping—we could not cut overtime out now: it has become too deeply entrenched. It is the take-home pay which everyone looks at".

Americans Cut Work to Enjoy Life

Here I see a marked difference in attitudes between both English and American workers, and English and U.S. management. American trade union leaders are already saying a 4-day week, with no loss of earnings, is their next short-term objective. American workers will expect to spend their three days' holiday not working overtime but in enjoying life. They accept, however, that this increased leisure and higher wages for work done must be matched with increased productivity per man-hour.

Equally, American executives would not tolerate the working of any extra hours for extra pay by anyone, unless the exigencies of some production problem genuinely demanded it. American management and American labour are equally convinced that a higher standard of living for everyone can be gained from higher productivity.

These attitudes are the natural outcome of American economic development, just as English attitudes are a development from our past. *Must we be slaves to our history?* What is your experience on overtime? If it is an obstacle to greater productivity per man-hour what can we do about it?

Productivity, overtime, shorter hours, long-windedness—these are the current topics of this monthly forum. Why not send us your own opinions?

Last month I suggested that increased production per man-hour could not have been achieved through making any *one* change, such as reducing overtime hours worked or putting in a new type of incentive scheme. People's will to work is strengthened by a multiplicity "of different and sometimes highly technical types of human engineering".

I should like to turn to one of the more "highly technical" aspects now. In 1949 two British factories were studied by a team from the National Institute of Industrial Psychology. Each factory was similar in size, welfare facilities, housing and travelling time. There was, however, a marked difference in the personnel policies of the two firms and in the level of employee morale and the desire to co-operate. In both factories there was found to be an over-all relationship between the size of works groups and their productivity. The average productivity of the smaller work groups, composed of 6-10 and 10-19 people, was 6-8 per cent higher than the average of groups composed of 40-49 men.

The investigators concluded that "In these two contrasting conditions, *one in which the workers were stimulated to increase productivity* and the other in which restrictions appeared to be forced upon them, the effect of group size was consistently similar". Investigators in the U.S.A. on this subject also confirm this finding. This is what I mean by the "technical" aspects of human relations. "Goodwill" on the part of management is not enough; it must be coupled with social skill and knowledge if the best results are to be achieved.

Management is too Long-winded

Another aspect on this technical side is the necessity for management and supervision to be able to express their wishes and intentions clearly and forcibly to their work force, to each other, and to their customers. Inefficiency, wasted effort, frustration, and delays follow in the wake of ambiguously worded memoranda, reports and orders. Many executives seem to prefer the long-winded way of expressing an idea. It may be that this is connected in some way with their feelings of self-importance or it may be just habit. Sometimes the long sentence is a cloak to hide the vague thoughts of the writer. I wonder if any of you could have a shot at boiling the following 43 words down to 10 or 14?

"We are wondering if sufficient time has passed so that you are in a position to indicate to us whether favourable action may now be taken on our recommendation for the re-classification of Miss Jane Brown, Junior Shorthand-typist, to Assistant Shorthand-typist?"

Send me your effort!

THE HIGH COST OF ANXIETY

What causes executive paralysis, and how can it be overcome?

by Z. M. T. TARKOWSKI
Consultant in management psychology

PERSONALITY failings described in the last article were: procrastination, failure to delegate responsibility and failure to exercise authority.

These personality difficulties, like many others—the list is not exhaustive—stem from certain basic complications in a man's character. Their hard core is anxiety, but first we must define our terms more closely. By *procrastination* we mean the recurring feeling of mental paralysis when confronted with an important or awkward job, feelings of acute hesitation which increase with the importance of the task. By *failure to delegate responsibility* we mean the inability to pass on jobs to subordinates, to explain objectives or to do anything without long and irrelevant or frequent and hurried discussions. By *failure to exercise authority* we mean the inability to enforce instructions, to make decisions or to take responsibility for them.

It is necessary also to distinguish between those shortcomings when they stem from a man's personality and similar ones induced by environment or bad organisation. For example, a man may very well delay making a decision not because he is afraid of facing the problem but because he does not have enough information. He may fail to delegate because he has no confidence in his subordinate or because he feels—for some reason—it would be better to do the job himself. Or he may not delegate because his own superior does not delegate responsibility to him (this situation may also breed anxiety). It is important, then, for the executive in deciding what type of remedy is needed in the case of a particular man, first to consider into what category the failings fall—personal or environmental.

Anxiety and Hostility

By "anxiety" we mean here subjective, unreasonable reaction to what are largely exaggerated dangers. This type of anxiety is closely connected to hostility and arises in one of two ways. Either a man is anxious because he may at any moment make a mistake and be "discovered" or "unmasked" as a nonentity or a charlatan; or he is anxious because those who work with him are constantly on the look-out for a chance to do him down, to profit from his errors and supplant him. Therefore there is always an enemy; either the enemy within—his own tendency to anger, to overlook something important, to be weak at figures, etc.; or the enemy without—people waiting to ridicule or humiliate him. Either way the enemy is met with hostility.

Hostility leads to anxiety and is dangerous. Hostility to oneself is painful and frightening and results in exhausting attacks of self-accusation. Hostility to others is dangerous because it leads to retaliation or fears of retaliation and loss of popularity. Hostility to a superior is even more dangerous because it could result in loss of status, if not dismissal. Consequently it must be concealed beneath over-politeness. This leaves the man defenceless. *Thus, whatever the hostility, anxiety follows.*

Inflated Ambition and Self-deprecation

The vicious circle of anxiety and hostility is closely linked with another; the circle of inflated ambition and self-deprecation.

It is very important for the anxious and insecure man—the sort of man we have been describing—not to make a mistake. Any mistake, however trivial, may plunge him into the depth of misery. It will occasion attacks of self-accusation and doubt and he will frequently become prey to acute feelings of emptiness and unworthiness. Alternatively, a mistake will seem to be extremely dangerous because it will appear to give an opening to all those who, he believes, are lying in wait to attack him. Thus while it is natural for anyone to be anxious before addressing or attending an important meeting, some men, however well they may have prepared their contribution, and however much they may have to say, always feel that they have nothing of value to put forward. They feel empty, blank insignificant, ridiculous.

A man of this sort, if he fails to contribute at the meeting, will go through an acute attack of anxiety. He spends more time on thinking what a bad job he has done than on how to improve his performance in the future. Thus, faced with a similar situation another time, he will again feel useless. In spite of these feelings of inferiority a man of this description often feels that if he had so chosen he could have contributed to the meeting in a far more worthwhile way than those who actually did speak. Thus he starts to reproach himself again, but at the same time indulges in fantasies of incredibly high performance, of dominating future meetings, of asserting himself over his managers and directors. These fantasies weaken him still further since his actual performance compares so badly with the idealised version of himself which he carries in his mind. The cumulative effect of each successive

failure produces an ever-increasing feeling of insufficiency.

Such a man's self-confidence is very fragile. A compliment may boost him up but only for a short time. His imaginary standards and his self-criticism are so exacting that he dismisses out-of-hand anyone who thinks highly of him. A criticism, on the other hand, however unimportant, will exceedingly depress him or produce an outbreak of rage. This is because it reinforces his own self-doubt. Thus he becomes touchy and extremely vulnerable.

Common Remedies

It is not surprising, therefore, that the common remedies for such things as procrastination, failure to delegate responsibility, and failure to exercise authority, are ineffective. To a manager any of these failings in a subordinate usually appear not as symptoms of insecurity but as laziness, obstinacy, ineffectiveness, or sheer lack of ability. He is angered already at having to cope with them. The action he takes to remedy these defects as he sees them thus takes no account of the mental state of the individual. Depending on his own mood and the degree of exasperation provoked by his subordinates' behaviour, he will recommend a training course, deliver a reprimand, attempt to have him transferred, recommend him for promotion, or dismiss him.

None of these "remedies" achieves anything and only starts a new series of vicious circles in the individual and possibly also in the organisation. Each of these possible actions—suggestions for training, reprimand, transfer, promotion, lack of promotion—can and often do alarm the individual concerned and put him on the defensive. They all imply criticism—or so it appears to him—and are therefore instantly construed as attack. "Management must feel my performance is no good if at my age they want to send me away to be trained". To some a transfer may seem like an attempt on the part of the management to "put them away"; others even suspect promotion, particularly when they are doubtful of their abilities to do their existing job. And to most a reprimand is an alarming experience, causing embarrassment, shame, humiliation and anger in varying degrees.

An insecure man suffering from these personality failings is beset by the combined feelings of anxiety and hostility we have described and behaves as if he lived in a jungle. Rage is simmering just below the surface; criticism will cause it to erupt. Actions, words and gestures, which to a more stable person would appear unimportant and insignificant induce in him a state of panic. In a state of alarm the powers of reasoning and understanding are considerably diminished and so a criticism or a suggestion which induces panic has little chance of being properly understood and considered.

Thus the man's vulnerability makes it almost impossible for anyone to convey constructive comments. He is surrounded by an atmosphere of undue politeness or formality. If the exasperation he causes exceeds the limits of people's endurance, he may be exposed to constant criticism which may become unfair, violent and even grossly unjustified. These criticisms may sometimes be made to his face but more often he is criticised behind his back. The situation may become so bad that he is even run down by his bosses in front of his subordinates. In any event the increasing disapproval of his environment, even if not expressed openly, will affect him. He will sense it and his anxiety will increase.

The Way Out

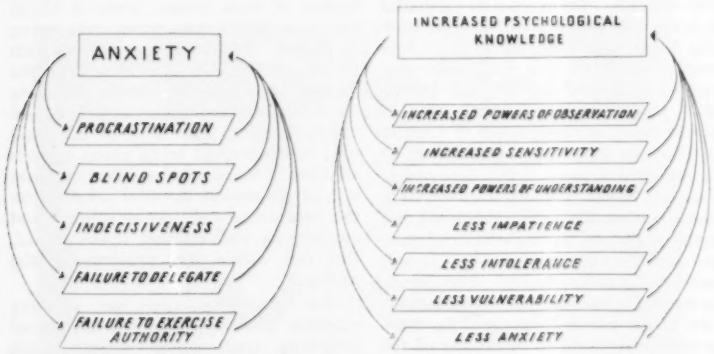
What then is the remedy? The only real remedy is greater knowledge of human nature on the part of executives, greater understanding of themselves and others. One way to greater self-knowledge is by reading intelligently presented case histories and similar material. Many, for example, will have recognised themselves, to some extent, in these passages. This experience may even have caused a certain amount of alarm. If, however, the article is put aside and re-read carefully after, say, a week or a fortnight, it may then be discovered that a passage which was disturbing on the first reading has become less upsetting and also a little clearer.

A series of articles, pamphlets, lectures, films or group discussions on this subject can have a curative effect on the organisation as a whole. Even a single lecture or group discussion can help, while a continuous series will induce more and more people to re-examine themselves and their relationships, and discussions between executives and employees will become increasingly frank and profitable. Such measures do tend to reduce anxiety.

There is a still more powerful remedy. This consists in a series of private conversations and discussions on personality problems with various members of the staff. These can either be conducted by a trained psychologist or by a personnel manager who has had the necessary training. (The sort of psychological knowledge required is that discussed in these articles.)

The man who is to conduct such conversations must be a very good and sympathetic listener. He must be patient and should not be irritable or easily embarrassed, nor should he be easily upset by irritation or embarrassment in others. This procedure has been used in America for some time now where it is called "personnel" or "employee counselling". It is gradually being introduced in this country.

It is obvious that it is highly desirable for all executives—especially personnel managers and training officers—to acquire a modicum of the skill and knowledge needed for counselling. How to acquire this and the necessary patience, we shall discuss in subsequent articles.



It would be a poor world whose only circles were vicious ones. So by way of contrast we illustrate here also an example of the benign variety. It is a common misconception that psychology has no bright side.

How a Co-operative Society Built up Good Staff Relations

In many ways a co-operative society is a unique organisation. But as this article shows, it can have the same staff problems as any other undertaking.

By ARTHUR MADDISON
Editor, Staff Magazine, Bristol Co-operative Society

MANAGEMENT-STAFF relations in a co-operative society form a unique study. With its mixture of social idealism and trade, its peculiar structure of lay committees, and its local autonomy, a co-operative society is basically different from any other large-scale business undertaking. Control is based upon the acceptance of a direct influence on management policy by both the ordinary consumer-members and employees, with the trade unions exerting a pressure that springs from an historical affinity.

In a typical society, the management committee or board of directors usually comprises twelve lay members, elected by consumer-shareholders. Several will probably be employees of the society, grocery managers predominating; though some societies have now limited the number of employees who may sit on the board. Other members will almost certainly be prominent in the local women's guilds. One or two may be Labour councillors. In some societies full-time union officials will be committee members, chiefly belonging to those unions, like USDAW, which cater for distributive workers.

Before the rise of the multiples and nationally-integrated retail distributive organisations, this form of control did imply a homely and family atmosphere. But as co-operative societies have grown, particularly in the industrial areas, relations between managements and employees have tended to become more remote and impersonal. The ordinary employee has been inclined to view the society as the "firm," viewing the management board in the same light as the factory worker may regard his employers.

Against this background, I propose to describe how Bristol Co-operative Society managed to build up good staff relations after a period in the immediate post-war years when it had suffered from strikes, threats of strikes, and discontent in various departments. As a measure of the feeling which then prevailed a well-known local Communist actually held the Presidency of the Society for a short time, elected, it was claimed, by sections of the employees. Shareholder comments, too, were often dominated by employee spokesmen.

It was the general manager, Mr. L. Cavender, a former dairy technologist, who initiated Joint Consultative and Welfare Councils for each department. Initially, reactions ranged from lukewarm support to open opposition. In certain departments the head manager frequently feared that such joint councils would increase the power of the workers. Conversely, active trade unionists argued that they were part of a management "stunt" to undermine the power of trade unionism.

Such dual fears made immediate progress difficult. Yet success in particular departments, where good will on both sides began to prevail, led to their firm establishment. Perhaps the greatest success was achieved in the coal department, whose employees were able to resolve many internal causes of friction that had for long been outstanding.

Under the scheme, each department elects by ballot a Council comprising representatives from the managerial and employee groups, the departmental manager acting as chairman. The Council elects its own secretary, who sends copies of his minutes and recommendations to the general manager, the management board and to the editor of the staff magazine. Where such minutes are approved by the appropriate sub-committee of the board, an obligation is imposed on the department to make recommendations a reality.

The twenty-four departmental councils are governed by a Standing Orders and Co-ordinating Committee, elected at an annual general meeting held at the Society's own hotel in Weston-super-Mare. An interim plenary meeting is held of all delegates in between annual meetings to check on progress made with resolutions approved.

A major obstacle remained to be overcome. The more internal questions were resolved by joint consultation, the more disturbed became many of the local leaders of trade unions, some of whom felt that their own power was being weakened. Protracted negotiations with the local USDAW finally led to the issuing of a joint statement outlining the functions of joint consultation and clearly defining their line of demarcation from accepted trade union responsibilities. Much of the difficulty arose out of discussion by joint councils on the incentives and bonus scheme and on clothing, both matters, it was argued, that fell within the province of the unions.

The incentives and the clothing schemes, however, were not introduced following trade union pressure, but given application by the general manager on behalf of the board. The trade unions were kept informed at all stages,

and it should be said that some opposition was evinced towards the schemes.

A primary task facing the general manager in introducing an incentives scheme was to apply similar principles to a vast variety of trades, professions, and to different types of shops. Any scheme was bound to have anomalies. Nevertheless, the pragmatic approach was adopted, and a formula for each department introduced.

A scheme for coal deliverers cannot be the same as that for milk roundsmen. Clerks in the Dividend Calculating Office cannot be assessed on the same basis as grocery assistants. And a self-service food hall must have a formula separate from the orthodox type of grocery store in a Somerset village.

Results

In the dairy, for example, a successful scheme was applied which entails the payment of a farthing for each bottle delivered over a minimum figure, according to the type of round, whether rural, housing estate, or old part of the city. Dairy haulage workers, depot staffs and productive workers all now earn extra earnings for output or haulage over a target figure.

In the Coal Department, payment of 2s. is made for each ton delivered over a target. Formerly it was found that two men on a vehicle delivered an average of forty tons per week. Today the figure is sixty-seven tons; hence much of the consumer dissatisfaction over coal supplies in the winter months has now disappeared, each man anxious to deliver the maximum tonnage. The Coal Department, as it happens, is one with a high rate of sickness in the January-February period, the time when they are most needed. Bonus is not payable during sickness, even for one day, and the Society saved over £3,000 in sick pay in twenty weeks as compared with the comparable twenty weeks before the introduction of incentives.

At the footwear repairs factory, 37,900 jobs were recorded for the last half-year just prior to the introduction of a bonus system. In the first half-year, when bonus was payable, 48,700 jobs were done, with an increase of 125 per cent in the departmental dividend. At this factory, employees earn an average of £2 10s. per week over the normal pay, which is in excess of the Trade Board rates. For the consumer there has been the advantage that no price increase in footwear repairs took place since 1951.

Similarly, with the vehicle-building factory, where the number of hours required to paint a new vehicle fell from fifty-two to thirty-four following the application of an incentive scheme.

Grocery, greengrocery, butchery and dry goods shops all have a scheme related to the wages rate per pound of sales, and the economic running of the shop. The more efficient a manager is, the more the earning of the shop staff as a whole. Such a scheme has meant a greater service to the consumer, more civility, and a quicker turn-round of commodities.

Though these schemes are given only a cursory mention, it can be said that the total effect has been to add to employee's wage, improved service to the customer, and lessened discontent among both.

This is not to deny that anomalies still exist when comparing one department with another, or even one shop with another in the same department.

Associated with the incentives scheme was a plan for the provision of clothing to employees. Grocery staffs now have a white coat, with blue lapels and cuffs, with the lettering "B.C.S. Grocery" on a blue circle on the pocket. Women wear a hat with a blue band to match. Greengrocery have green as the distinctive colouring; butchery maroon. Roundsmen have khaki coats with uniformed caps.

Ten thousand garments and hats were purchased, enabling three sets of clothing to be set aside for each employee—one in the wash, one being worn, and one in reserve. For each employee, too, a locker has been provided in which to hang his garments at the end of the working day. A number is attached just inside each garment's hem and collar. When an employee is transferred to another branch, his uniform follows him.

What is unusual about this clothing supply is the form of payment. The first half-crown of any bonus earned by an employee over his normal pay is set aside for clothing, two shillings of which is paid to the laundry. Yet if a worker earns no bonus in a particular week, he still draws this basic half-crown. In such a week he is actually sixpence better off than he otherwise would be, and yet has the advantage of protective clothing and its weekly laundering.

Response of the staff was instantly favourable. "A morale lifter", said one branch manager, "particularly among the girls".

Additionally, the Society's laundry has now been placed in a favourable financial position for it now has a guaranteed weekly sum at its disposal. Laundry workers themselves were also placed on an incentive bonus system, which has reduced costs considerably.

Thus, within three or four years, joint consultation, incentives, and clothing have changed the whole atmosphere of labour relations in this Co-operative Society. Relations with the trade unions are better than they have been for some years.

It would be idle to suppose that no snags remain to be solved or that there is perfect harmony in the organisation. No human institution can make that claim. *What can be said is that every employee has a recognised channel for raising complaints, making suggestions, and for improving his working conditions and his earnings without having to approach a shop steward or a trade union delegate. One senses a greater feeling of pride by the ordinary employee in the concern.*

Uniforms may seem a small point to some industrial relations experts, but at Bristol Co-operative Society they proved a great morale booster.

New look for the canteen meant brighter, nylon uniforms for the waitresses. An attractive design is good for everyone's morale.

Listen to those Grumbles

They helped us make our canteen brighter

By N. T. FREEMAN
Personnel Manager,
British Titan Products Co. Ltd.

CATERING for industrial workers is an unrewarding task. Managements may feel that their willingness to spend large sums on subsidies is ill-repaid by grumbles either at canteen committee meetings or to a harassed canteen staff, so it might be as well to accept the fact that canteens and complaints are as inseparable as whisky and soda or Dobson and Young. Managements claiming a complaint-free canteen are placing themselves on the same level as players adjusting the run of the cards at patience—fooling nobody other than themselves. *The objective should be to reduce complaints to a reasonable minimum.*

If everything possible has been done to ensure that the fundamentals are right, that is to say that ample quantities of properly prepared food are available in reasonable variety, it may be as well to examine the underlying causes which produce complaints. They are (in the opinion of the writer) as follows:—

(1) However high a standard is achieved it is virtually impossible to remove all traces, however faint, of mass feeding.

(2) Customers quickly become tired of sitting in the same building and looking at the same people day after day. They do this at home, of course, but with a different reaction, for they have chosen (for good or ill) the faces which grin or glower at them from the other side of the table.

(3) Beyond certain limits, it is impossible to cater for individual idiosyncrasies.

(4) However varied a menu may be, when a dish is repeated at intervals (as it must be) customers tend to become tired of it ("What, liver again today!"), even though their Sunday lunch for the past 15 years has probably been roast beef/lamb and Yorkshire pudding.

(5) Many of them do not want to eat in the canteen, anyway.

Proof of (2) and (4) is to be found in the common situation when one finds new members of the staff loudly enthusiastic about the canteen whilst simultaneously older employees in terms of service are grumbling.

Having recognised these causes, let us see what can be done about them. New canteens were recently completed by my own company, and here are some suggestions implemented therein with some success.

Dullness and monotony, we knew, should be counteracted by bright and cheerful surroundings, and, even more important, by bright, cheerful and efficient service; but how to achieve this? The first item was a simple or at least straightforward matter of obtaining sanction for capital expenditure and the right architect, but the second was more difficult. Careful selection was an obvious point from which to start.

We tried to choose girls who were willing and helpful, had a pleasant appearance, and a good record of complaint-free service in canteens or hotels, as far as we were able to ascertain. Time had to be spent on this, naturally, but so also must time be spent in dealing with complaints.

We dressed our waitresses in smart uniforms of our own design. Nylon is an excellent material for this purpose; it is surprisingly cheap and when associated with good design helps to give a "lift" to the staff.

It was worth spending a little money on training. Very few courses for waitresses are available in technical colleges in industrial centres, but we overcame this by engaging a qualified teacher and bringing him to our canteen. The purpose of the instruction was carefully explained to our waitresses, and a small book, "The Waiter", made a useful adjunct to practical training. We supplied each girl with a copy to study.

Instruction carried out in the canteens during the actual service of meals showed that five days, about four hours each day, provided ample time to create a sound foundation for the refinements required. Remember that the instructor was dealing with experienced girls.

And so to menus. It is our aim to achieve variety by including one completely new dish in our menus each week, or 52 in a year; a rather staggering figure, the achievement of which meant a good deal of hard thinking and research. Those which are popular are noted and repeated. The success or otherwise of new dishes has proved completely unpredictable.

As an encouragement to attractive table laying, each waitress has 16 complete covers which she keeps in a locked cupboard. She cleans her own china and cutlery and, when losses or breakages occur, must apply to the manageress for replacements. The cupboards are placed between tables, occupy little space, have "Formica" tops, lined cutlery drawers at the top and a door opens on to two shelves below. They were specially made for the purpose and were relatively inexpensive. Reduced losses and breakages are already contributing to their cost.

Finally, it must be emphasised that we do not think we know all the answers to the canteen problem. What we do claim is that we have reduced complaints to a trickle and increased the user percentage.

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Hi-Dri Paper Towels for Complete Hygiene

THE MAKERS OF SUN-PAT products realise that as food manufacturers they have to maintain a very high standard of hygiene. Their Chief Chemist says, 'Our duty to the public calls for the greatest concentration on hygiene: by using Hi-Dri Paper Towels a high standard of personal cleanliness is maintained by our employees'. The Hi- Dri drying service means a clean towel and a thorough dry for each person: the used towel is then disposed of—germs and all! In this way infection cannot be passed on either between employees or to the public. What's more, as SUN-PAT have proved for themselves, Hi-Dri Towels save money!

HI-DRI OFFERS YOUR BUSINESS ALL THESE ADVANTAGES

- Hi-Dri is the most economical and efficient way of providing a clean, dry towel *every time!*
- Hi-Dri towels are *quality* towels—so they stay firm even when wet.
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- Hi-Dri is not just a paper towel, it's a complete drying service.

THE COMPLETE DRYING SERVICE

Phone or write for a professional demonstration, TATe Gallery 4051 (5 lines),
Industrial Division — Kimberly-Clark Ltd., 11 Grosvenor Gardens, London, S.W.1.

Hi-Dri
PAPER TOWELS

ANOTHER FINE BRITISH PRODUCT FROM KIMBERLY-CLARK — MADE IN ENGLAND

Promotion must be worn lightly

Even a minor promotion gives a man power and unless he knows how to use it properly he can ruin himself, cause resentment and unrest among his subordinates and untold trouble to his employer. It goes almost without saying that any means which will eliminate such a risk should be used to the full.

The most effective means comes readily to hand in the shape of 16mm. films from the G.B. Film Library. There is an excellent range available, to hire or buy, which deals exclusively with the problems of Management. Each film demonstrates to men holding authority the personal and administrative problems they have to face, and pinpoints the pitfalls they must avoid.

These 16mm. films are an invaluable contribution to successful personnel relations and should be shown regularly to Management in every kind of Business and Industrial Organisation.

FILM shows the way to successful management

16mm. films in the G.B. Film Library present the case of Industrial Management, Sales Training and many specific problems of Industry today in an effectively dramatic fashion. Full details and literature are available. **Write now.**

G.B. FILM LIBRARY

Proprietors: Rank Precision Industries (B.A.F.) Limited, Dept. PM/11/57, Aintree Road, Perivale, Greenford, Middlesex
Telephone: PERivale 7431/9

A brief selection of the 16mm. films available on Industrial Management

CATALOGUE NO.	TITLE	COLOUR B/W	REELS	HIRE CHARGE*	PURCHASE PRICE	APPROX. RUNNING TIME
IF.3954	All I Need is a Conference	B/W	3	£3.0.0.	£60.0.0.	30 mins.
IF.3710	First Impressions	B/W	1	10.0.	£12.10.0.	10 mins.
IF.3779	The Inner Man Steps Out	B/W	3	£3.0.0.	£60.0.0.	27 mins.
IFC.7048	Production 5118	Colour	3	£5.0.0.	Not available for outright purchase	30 mins.
IF.3711	Supervise With Care	B/W	1	10.0.	£12.10.0.	13 mins.
IF.3821	The Shop Steward	B/W	2	£1.0.0.	Not available for outright purchase	22 mins.

**First day's hire. Reduced 50% for each subsequent day*

Make *Definite* Agreements over Employee Inventions

You do not automatically own the brain-children of your work people

"WHEN a man invents anything he gets 2d. an hour rise and the sack the following week"; (extract from Barnet Instruments Ltd. v. Overton).

This is perhaps an exaggeration, but what happens in your firm? The man is congratulated and probably gets a small rise or a cash payment, as in some firms' suggestion schemes. At the same time he fills in a patent application form, signs away all his patent rights to the firm, and thinks no more about it. The trouble may start two or three years later when he sees the firm beginning to make money out of the invention. Either because he thinks he ought to have a share in the profits, or because he feels that at least he ought to get the credit for the successful invention, he may decide he has a claim against the firm.

If he starts proceedings which will take the form of an action to obtain ownership of the patent, the firm will be put to a great deal of expense, and if he is successful the firm may, at best, have to pay the man a royalty for the use of the invention. It is true this can usually be avoided by a carefully drawn clause in the contract covering inventions and patents, but even this is not conclusive.

The legal position is governed entirely by whether the contract contains an express provision dealing with the ownership of patents and the right to use inventions. If there is such a provision, under which the employee agrees, say, to communicate any invention to the firm, to assist the firm in obtaining patent protection and to assign all patents rights to the firm, then the Court will enforce it, subject to one proviso. **The clause must not be so wide as to be unreasonable, or the Court will declare it void.**

An example of a clause which the Court found to be unreasonable and therefore void was one whereby the employee agreed to assign all patent rights in any invention he might make at any time in the future. This clearly covered inventions made after leaving the firm and the Court found this to be more than the firm was entitled to since the man would be unable to make any invention for a new employer.

Where the contract contains no provision covering patents and inventions then the Court may imply such a clause into the contract, following certain established principles. The effect of these are that, generally speaking, if a man is employed to invent, i.e., as a designer or, perhaps, a toolmaker, then the firm is entitled to the benefit of any inventions he may make in the course of his employment. If a man is employed in any other capacity, in work that does not involve inventing, and makes an invention then he is entitled to the benefit of it. In this case the firm is not entitled to demand that he assigns the patent or even to demand free use of it.

Points of Law—3
PERSONNEL MANAGERS' CASEBOOK

This is an over-simplification of the problems involved but it will be seen that while it is preferable that designers and others sign a contract expressly covering patents, it is even more important that employees in non-inventive positions sign such a contract because the firm will have no other right to use their inventions.

The 1949 Act

The new Patents Act of 1949 has done nothing to assist the employer who does not take any precautions of this kind. Under the old law the Court had to decide who owned the patent and it was often difficult to be satisfied that either party was fully entitled. Usually the balance was in favour of the employer and the inventor lost his action. Under the new Act however the Court has power to split up the ownership of the patent between the two claimants in whatever proportions it thinks just. This may well have the result that the Court will be able to give the inventor something in a doubtful case where, before the Act, he would have failed completely.

A typical example of the way in which the law worked out in practice, before the Act, is given by the case of Edisonia Ltd. *v.* Forse, which was reported in 1908.

Edisonia Ltd. made recording cylinders for phonographs. Forse was originally engaged at an hourly wage as an assistant in the mechanical department, but after working on a new development for a time he was transferred to the moulding department, and was paid a salary. He became in fact the manager of that department and attended weekly conferences with other managers. His duties were to investigate ways of cheapening the cylinders and one of the problems before him was to produce a cylinder with a smooth finish inside. While working on this with his immediate superior, Hough, he suggested that a special tool be made to do the job.

Hough had this made and after trials it was decided that it could be of use commercially. Hough therefore took Forse to the company's patent agent and a patent was applied for in their joint names. The invention was subsequently used commercially and cylinders were made and sold, without Forse raising any objections. Later as a result of another suggestion by Forse a better method of production was invented, and sub-

(Continued on page 32)

NEW BOOKS ★ NEW FILMS

Doctor in the Works

The Practice of Industrial Medicine.
T. A. Lloyd Davies.
J. & A. Churchill Ltd., 30s.

THERE are still too few medical men and women attracted to work in industry, and this no doubt is mainly because they know little or nothing about its possibilities. The author of this book, who completed a distinguished career as chief medical officer of Boots Pure Drug Co. Ltd., has therefore attempted to outline the fields of service and study which industry—albeit unintentionally—offers.

"I have attempted", he writes, "in as few pages as possible to fill the present serious gap in the education of the medical student and nurse, and to help the practitioner undertaking the work of an industrial medical officer for the first time. I have endeavoured to fit the separate requirements into a composite whole, rather than to study each in detail".

Dr. Lloyd Davies has made an admirable job of this task. He has sorted out, condensed and presented most readably a mass of facts and figures. Not only this, he has infused his data with a number of striking observations on the human aspects of work. We may have come a long way from the inhumanity of the Industrial Revolution; this book, although primarily a medical textbook, reveals here and there how far we have still to travel.

For all these reasons it should be read with great care by every personnel manager in the country.

★

Poetry in Realism

MENTION Covent Garden Market to a student of industrial relations and he will undoubtedly think of a recent bitter dispute which obtruded noisily and viciously into the news. But for the mere spectator who is not concerned with the quarrels between porters and their employers the name still suggests a romantic combination of the songs of Noel Coward and the plays of Bernard Shaw. Just such a "poetic evocation of the life and people of Covent Garden", as the publicity notices put it, can now be found in a 40-minute film describing the night and day operation of the market.

"Every Day Except Christmas" was sponsored by Ford Motor Company Ltd., and made by Graphic Films; the cameraman was Walter Lassally who filmed the recent Greek picture, "The Woman in Black". Ford's sponsorship was somewhat unusual: they did not lay down a rigid path for the director, Lindsay Anderson, to follow; nor in fact was the script plotted before filming began. Instead he was given a completely free hand to treat and develop the subject exactly as he chose. He responded by creating a documentary which is divorced both from pure publicity and the old, informational tradition.

What he has achieved is, to quote the adjudicators at this year's Venice Film Festival, "an atmosphere of great poetry through realism", which has won the coveted Grand Prix for documentaries despite competition from 129 other films from 18 countries. Plans are now in progress to show it in cinemas throughout Britain.

We may, however, be permitted just a little apprehension, for there is a danger that the public may grow as sentimental about Covent Garden as they have already about St. James Theatre. This could be a tragedy for industrial relations. The most sensible move now that we have this fine record of picturesque inefficiency, would be to abandon the old market for cleaner, roomier and less frustrating conditions in a more suitable part of London.

Employee Inventions—whose property ?

(*Continued from page* 31)

sequently patented in the same way in the joint names of Hough and Forse.

Soon afterwards Forse left the company and set up in business on his own, manufacturing cylinders by means of his inventions. Edisonia Ltd. brought this action against Forse asking for a declaration that he held the two patents in trust for the company, and for an injunction to restrain him from infringing them, and for an order that he should execute a formal assignment of the patents to the company. Hough had never made any claim to be entitled to any interest in the patents and admitted that he held the patents on trust for the benefit of the company. The company's patent agent had been employed to apply for patents on both occasions and the company had borne all the expense, both in connection with the development of the invention and of taking out the patents.

From the evidence Forse himself had given of his duties as manager of the moulding department and from all the other facts the judge held that, "He must be taken to have been placed under the obligation of using the utmost skill and knowledge and inventive powers to produce in the business of the company the best possible cylinders and in the most economical way", and that the inventions were made in performance of that obligation. He therefore held that Forse was a trustee of the patents for the company and he made an order that Forse should assign his interest in the patents to the company and granted an injunction to prevent him from infringing the patents in the future.

This may seem a fairly clear case but it is quite possible that if it was to be heard today the Court would decide that it was impossible to say that Forse was not entitled to something and award him a share in the patents, subject perhaps to a free licence to the company to use them.

BRIEFCASE

Films for Pleasure

SO many instructional films are made nowadays that personnel departments sometimes tend to overlook the value of films for staff entertainment. Not so, of course, the film producer and/or distributor, and readers can with profit invest in the 1957/58 catalogue now published by the G.B. Film Library. Many film favourites are featured in its pages including Walt Disney's famous full-length cartoon "Bambi" and that natural history masterpiece "The Living Desert", both of which are being released on 16mm.

Other outstanding productions shortly to be available include such titles as "Richard III", produced and directed by Laurence Olivier; "Reach for the Sky", the inspiring story of Douglas Bader, "Moulin Rouge", telling of the crippled artist Toulouse-Lautrec; "The Battle of the River Plate", the Powell-Pressburger production and "Private's Progress", a glimpse of what army life was really like for many servicemen.

The catalogue, well designed and illustrated, contains both an alphabetical and numerical index to film titles, and is available from Aintree Road, Perivale, Greenford, Middlesex, price 2/6d.

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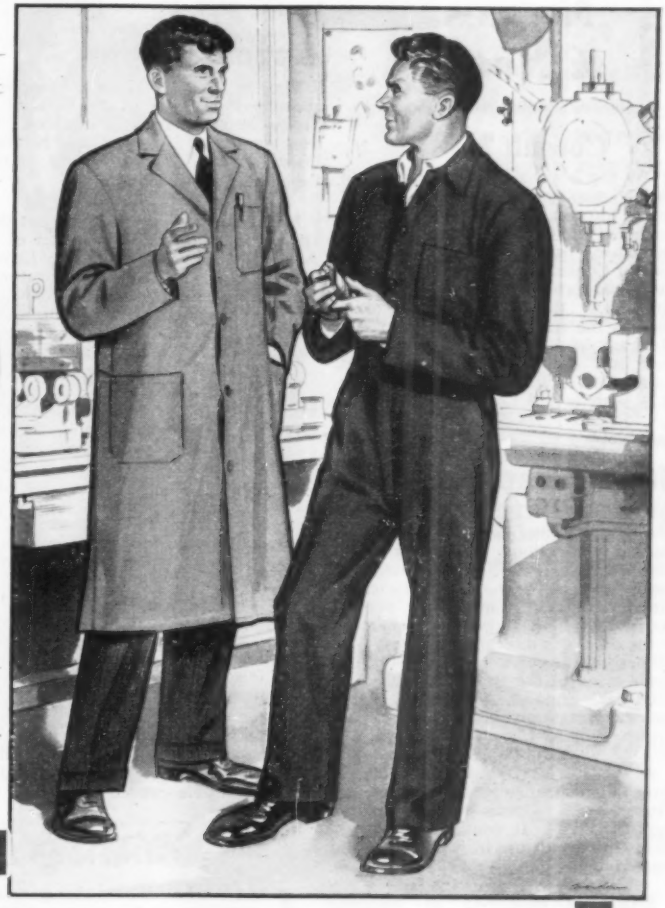

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P.M. Names & Notes

Why Consult?

HOW big is your firm? Is it too big to employ management consultants, or too small? These objections are considered and countered in a new explanatory pamphlet from the Management Consultants Association, which sets out to prove that your firm is in neither of the above categories—whatever the size, it's just right.

In case you are wondering, "is it worth it?" the pamphlet answers that one too. It can be had free from the MCA secretary, 4 London Wall Buildings, London, E.C.2. (Tel.: LONdon Wall 4080).

News Snaps . . . . . .

BRITISH CANCER RESEARCH will be the chief beneficiary of an unusual competition run by Thwaites Engineering Co. Ltd. For a mere 6d., competitors can win one of the company's "Nimbus" dumpers, by putting in order of importance a list of eighteen of the dumper's desirable features. The winner will receive his prize on the firm's stand at the Building Exhibition (Olympia, London, November 13–27) and the contest proceeds will go to the British Empire Cancer Campaign.

A WORK STUDY GLOSSARY in three languages, English, German and French, is being published this autumn by the OEEC. It contains about 800 terms in current use in work study and related fields.

SAFE HANDLING of ethylene amine hardeners for epoxide resins, to offset the possible contraction of dermatitis, is a subject comprehensively examined in a recent technical memorandum (No. E.101) from Bakelite Ltd.

SIX THOUSAND YEARS' SERVICE with Hoover Ltd. was the total present when the managing director, Mr. S. Roberts, entertained some 200 members of the firm's Quarter Century Club to dinner at London's Savoy Hotel.

NOW ESTABLISHED as the showplace for the world's plastic industries, the British Plastics Exhibition, when it is staged for the fifth time at London's Olympia (June 17–27, 1959) will be renamed the "International Plastics Exhibition & Convention". 90,000 people attended this year's show, 6,000 from overseas, representing 84 countries. Full details of the 1959 show can be had from the organisers, *British Plastics*, Dorset House, Stamford Street, London, S.E.1.

Appointments

Mr. W. A. B. Hopkin has been appointed secretary to the Council on Prices, Productivity and Incomes. He was previously director of the National Institute of Economic and Social Research.

* * *

Mr. Norman Harvey, M.Sc., has been appointed development manager of the Aston Chain & Hook Co. Ltd., Erdington, Birmingham. He will be in charge of all research, development and laboratory services, and his responsibilities will also embrace work and method study and labour incentive schemes.

* * *

New personnel manager of Nabisco Foods Ltd., Welwyn Garden City, Herts, is **Mr. John Harris,** formerly employment and welfare manager with Magnatex Ltd., the motor accessory firm, Hounslow. Before joining Magnatex, Mr. Harris served in the personnel department of Dewhurst and Partners Ltd., Hounslow, whom he joined as an apprentice at the age of 15.

* * *

Mr. R. Nesbitt has been appointed assistant personnel officer of Batchelors Foods Ltd., Sheffield. Since 1954 he has been responsible for mechanical handling and training, and retains the latter responsibility in his new post.

* * *

Mr. J. E. Whitehouse has been appointed regional welfare officer, British Railways (London Midland Region). He entered the service of the old L.M.S. Railway as a junior clerk at Trent in 1936. Mr. Whitehouse is a member of the executive council of the Institute of Welfare Officers.

* * *

Dr. W. E. Willis has been appointed by H.M. Chief Inspector of Factories as the appointed factory doctor under the Factories Acts, 1937 and 1948, for the district of Malpas, in succession to **Dr. L. T. Pollard.** The new appointed factory doctor for the district of Caldicot is **Dr. A. O. Billinghurst,** who succeeds **Dr. O. T. Jones.**

* * *

Mr. A. J. Speakman, deputy director of the British Productivity Council, has been appointed work study manager in the operational research and cybernetics department of The United Steel Companies Ltd. This appointment completes the team of five departmental managers in the department, which is headed by **Mr. Stafford Beer.** Appointed earlier this year were **Mr. R. S. Gander,** development manager; **Mr. P. G. Lucas,** operations manager; **Mr. D. G. Owen,** computer applications manager; and **Dr. K. D. Tocher,** research applications manager.

* * *

Mrs. A. E. Clark has been appointed welfare supervisor at Smedley's Ltd. Spalding (Lincs) factory. Before joining Smedley's, Mrs. Clark was for five years personnel officer for Air Force Europe Exchange at Chelveston U.S.A.F. station.

. . . and a Retirement

Mrs. J. A. K. Blades, assistant personnel officer of Batchelors Foods Ltd., Sheffield, has resigned after ten years. She was appointed to the post nine years ago, when, encouraged by the firm, she took a diploma in social science at Oxford University.

Extracting Doubt from Selection

A MAN who believes that people can be scientifically measured for the job thereby taking the doubt out of staff selection is American industrial psychologist, Dr. Victor Eimicke, who during a recent visit to Britain put his views before members of the Executives' Association.

"Through the use of standardised tests", said Dr. Eimicke, "any man can be described in concise terminology so that his characteristics can be checked off against a list of requirements for successful job performance . . . This type of psychological testing is particularly valuable in the case of employees who meet or have dealings with the public and who must supervise. For here, hidden personality traits may prove a ready key to success or failure".

Dr. Eimicke: "Tests do not mean loss of dignity".

Dr. Eimicke's organisation, which has already done a good deal of executive selection for British firms in the distributive trades, has now opened a branch in London. At the same time his express air mail selection service between New York and London still operates. This is a fascinating procedure by which a job candidate in Britain takes a standardised test which the firm concerned mails to New York where the results are analysed and a report sent back to the firm in Britain.

NEW
for years to come

The new '631' is the only 16mm. sound projector in the world to include a *Variable Aperture Plate.* This new feature means that standard 16mm. films can be projected in any ratio from normal to wide screen: and there is a complete range of matchless Taylor-Hobson projection lenses available to suit every need. Among its many brilliantly conceived features is the automatic pilot light which operates when the door is opened to give maximum illumination of the film path. The '631' includes all the successful time-proved G. B.-Bell & Howell 'Filmosound' features. These, combined with precision workmanship and stringent testing during manufacture, ensure a lifetime of outstanding performance and dependable service.

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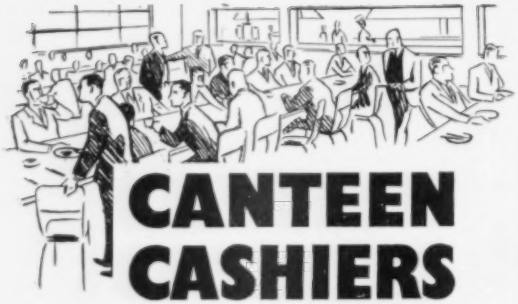

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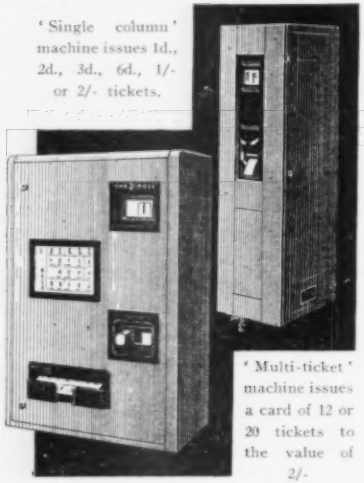

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December Management Diary

BURTON MANOR (Burton in Wirral, Cheshire)
2-13 Supervisory management.

INDUSTRIAL WELFARE SOCIETY
Residential conferences and courses.
9-12 Workshop on executive development. (Venue to be announced).
Non-residential courses and meetings at Robert Hyde House.
4-5 Communications.
2 Profit sharing and co-partnership.
5 New Thinking Luncheon.
10 Legal aspects of pension schemes and other trusts.
Meetings Outside London
4 **Manchester.** Management seminar on human relations.

INSTITUTE OF INDUSTRIAL SUPERVISORS
6-8 **Ashorne Hill, Leamington.** Practice of supervisory management.
13-15 **Ashorne Hill.** Human relations.
13-15 **Ashorne Hill.** Work study for supervisory management.
6-8 **Allan Water Hydro, Bridge of Allan.** Work study for supervisory management.

INSTITUTION OF WORKS MANAGERS
12 **London.** Some tentative concepts on the subject of management and administration.
12 **Doncaster.** Film evening, including "The need for supervisory training".
9 **Manchester.** Industry and the standard of living.
17 **Merseyside.** The law of master and servant.
17 **Northampton.** Co-partnership.
10 **Sheffield.** Education of boys in industry.

NIFES
2-6 **Reading.** Course on oil firing. Furnace practice.

NIIP
9-13 Selection methods, part II.
16-17 Two-day conference on selection methods.
19 One-day conference for trained interviewers.
30-Jan 3 Selection methods, part III.

POLYTECHNIC (London)
(Department of Management Studies)
2 Chairmanship and committee procedure. Course begins.

SUNDRIDGE PARK
(Bromley, Kent)
1-20 Measurements for management.

URCHFONT MANOR
(Devizes, Wiltshire)
2-12 The human factor in industry. Course for foremen, chargehands and union representatives.

Executive Courses

THE Institute for Engineering Production, Birmingham University, announces that its series of short residential courses for executives is being extended. Courses will be held at "Southfield", 16 Norfolk Road, Edgbaston, Birmingham 15, as follows:

Nov. 25–Dec. 6	Operational Research.
December 9–20	Production Planning and Control.
1958	
January 6–10	Queueing Theory and Practice.
January 13–24	Work Study.
February 10–14	Linear Programming Theory and Practice.
February 17–28	Production Planning and Control.
March 3–14	Statistical Quality Control.
March 17–28	Operational Research.
April 28–May 9	Work Study.
May 12–23	Production Planning and Control.
June 2–13	Organisation and Methods.
June 16–27	Operational Research.
July 14–18	Queueing Theory and Practice.
July 21–Aug. 1	Work Study.
September 1–12	Production Planning and Control.
September 15–26	Operational Research.
Sept. 29–Oct. 10	Statistical Quality Control.
October 13–24	Work Study.
November 10–21	Organisation and Methods.
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28 **Oxford.** People in industry—the changing pattern of industrial society.
22 **Cardiff.** Recent developments in the control of dust.
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NIIP
4-8 Selection methods, part I.
18-22 Selection methods, part II.
25-29 Selection methods, part I.

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Dermatitis—caution to workers in contact with flour, dough or sugar. Official cautionary notice, June, 1957. Factory Form No. 355. H.M.S.O. 3d.
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Scientific Research in British Universities, 1956-57. D.S.I.R. H.M.S.O. 22s. 6d.
Fifty Facts about Britain's Economy. C.O.I. H.M.S.O. 6d.

STATUTORY INSTRUMENTS

No. 897. The Wages Regulation (Retail Newsagency, Tobacco and Confectionery) (Scotland) (Amendment) Order, 1957. Dated May 23, 1957, made by the Minister of Labour and National Service under section 10 of the Wages Councils Act, 1945(a). H.M.S.O. 3d. Increases statutory minimum remuneration fixed by previous Order. Effective from June 10, 1957.

No. 898. The Wages Regulation (Hairdressing) Order, 1957. Dated May 23, 1957, made by the Minister of Labour and National Service under section 10 of the Wages Councils Act, 1945(a) H.M.S.O. 9d. Sets out statutory minimum remuneration and holidays allowed in substitution for previous Order. Effective from June 17, 1957.

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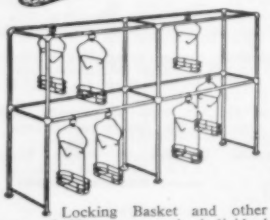

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Firms with new products for better, safer working in industry are asked to send details to the Editor with, if possible, an illustration

Efficiency Aids

PUSH-BUTTON INTERCOM

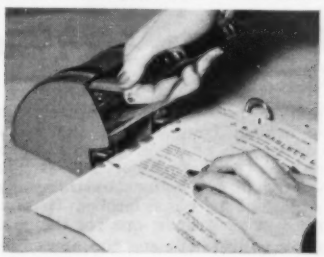
WHENEVER direct two-way intercommunication at the touch of a button is required between departments the **Kedafon** will have an application.

It is said to be the smallest battery-operated direct intercom in the world, giving instant loudspeaker contact, irrespective of distance. Consisting of one master and one extension unit, it has 2-valve amplification, is easily and quickly connected and boasts a negligible up-keep cost. Finished in hammered bronze, the two units together are priced at £14 7s. 6d. complete with 7 yards of flex.

Fonadek (Branson) Ltd., Knightsdowne House, Vivian Road, Birmingham, 17.

NO MORE LOST COPIES

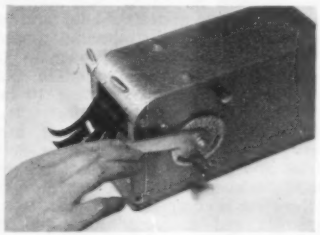
THIS reinforcing punch is designed to solve the problem of lost or mislaid filing copies. It applies its own reinforcing tab at the same time as the holes are punched. On either side of the device are enclosed spools of thin, practically transparent but strong, self-adhesive tape, which move forward each time the handle is depressed. The punch is made from pressed steel, all essential parts being rust proof, and it is fitted with a finger-tip control which converts from reinforced to straightforward punching. Supplied in the standard 8 cm. gauge, the price is 5 guineas.



Ofrex Ltd., Ofrex House, Stephen Street, London, W.1.

WASTE-FREE TAPING

THE **Tapemeter** dispenser for rolls of Sellotape up to 2 in. wide is claimed to save time and avoid waste. By means of a set of adjustable cutting blades fixed in the lid, it can slit the tape to any required width—from ¼ in. to 2 in.—and with the adjustable lever operating device at the side of the dispenser, the length of tape can vary between ½ in. and 5 in. This lever has



a setting dial marked in half-inch divisions and set by the turn of a wing nut. It is easy to install, operate and maintain, and its price, complete with slitters, is £6.

Gordon & Gotch Ltd., Industrial Sellotape Division, 8-10 Paul Street, London, E.C.2.

SIMPLE CHARTING

THIS picture shows a new continuous wall charting system comprising a number of panels fitted into two horizontal channelled wooden sections which are screwed to a wall. The actual number of panels is determined by the length of period required, and each can be removed or inserted in a matter of seconds.

Operation is simple. When the period covered by the panel at the extreme left has expired, that panel is removed and the remaining ones pushed towards the left, leaving a gap which is filled by a fresh panel representing a new period. The flow lines are attached in such a way that they automatically adjust themselves. That portion of the

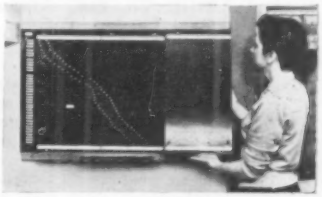


chart which holds title frames is separate and permanently fixed.

The size of the chart is decided by the kind of information being charted and the length of the period under review. Panels are made of plastic board so perforated as to give 2,000 holes—at quarter-inch intervals—to the square foot. Various signals can be inserted in these holes. As an optional extra, there is a series of interlocking plastic trays—for holding signals—which can be screwed to the bottom channelled section.

Adapta-Charts Ltd., 129 Hammersmith Road, London, W.14.

LIGHT, HANDY AND SAFE

THIS breast battery lighting set has been certified by the Ministry of Labour as intrinsically safe for use in inflammable atmospheres. It was designed primarily for the oil industry but it has a wide application to industry in general.

The miner's type lamp is connected by flexible cable to a separate battery container held on the belt of a webbing body harness. The lamp itself is held by a heavy gauge elastic harness which will fit over any normal headgear, although it can be worn in any

position on the body harness. Powered by three standard 1.5 v. unit cells, the lamp is prefocused; the switch is operated by rotation of the front cover. The battery is contained in a moulded Neoprene casing which is waterproof, fire resistant and impervious to oil or petroleum. Total weight of the device, complete with batteries is just under 3¼ lb., and the list price is £8 10s.

General Electric Co. Ltd., Magnet House, Kingsway, London, W.C.2.

SAVES WIRE COSTS

THIS is a simple, light-weight, portable wire rope cutter which, say the makers, will sever even the stoutest type without flattening or distortion, aided only by a few sharp blows from a heavy hammer. The cutting blades are made from tough steel and are easily replaced.

There are three sizes of cutter:—

1. 4 in. x 6½ in., weight 11 lb., for ropes up to ⅜ in. diameter;
2. 7 in. by 7 in., weight 21 lb., for ropes up to 1 in. diameter; and
3. 9 in. by 9 in., weight 36 lb., for ropes up to 1½ in. diameter.

Bolting holes are provided on the base of the cutters so that, if desired, they may be fastened down to a permanent fixture.

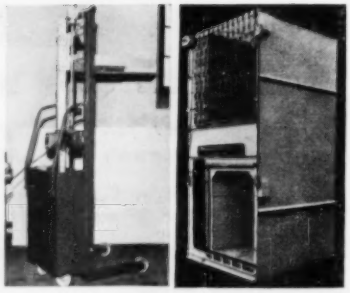
In assessing the cost saving factors of using these cutters the makers point out the saving in buying wire rope in drums or reels rather than ready cut to size.

Tulloch Construction Co. Ltd., Farringford House, Brighton Road, Sutton, Surrey.

Handling

FOR CONFINED SPACES

THIS mains-powered hydraulic stacker (left), the makers claim, will raise 5 cwt. to 6 ft. in a matter of seconds. The flow of hydraulic fluid for raising



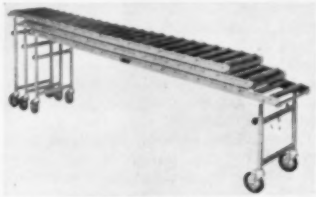
and lowering the fingers is controlled by a simple hand lever. Two fixed wheels at the front of the stabiliser arms and two swivelling castors beneath the main frame give good mobility, and roller bearings are fitted throughout. The stacker is extremely useful in confined areas where a mains power point is available. The price is approximately £150, and a battery-operated version can be supplied at slightly extra cost.

From the same company comes a goods elevator which has a capacity of 10 to 15 cwt. It is self-contained and does not have to be attached to the building structure. Size of platform, capacity and height of lift can be designed to suit specific requirements. The elevator shown in the picture (right) has a 60 x 48 in. platform and is capable of lifting 10 cwt. from ground level to 84 in. It is powered by an electric motor fitted with magnetic brake, and drive is by chain and pinions to the platform with limit switches at the top and bottom. All wiring is complete with push-button controls and contactor box, and the machine is enclosed in a sheet metal shaft with interlocked gates at both levels.

Barron & Shepherd Ltd., 16 Blackfriars Lane, London, E.C.4.

MOBILE CONVEYOR

THIS "retractable gravity roller conveyor" is designed to ease the loading and unloading of lorries and vans, but it can also be used for many other handling operations. The frame-



work is tubular and the equipment designed to combine lightness and speed of movement with storage space economy (see illustration of stored position).

The conveyor consists of three straight 8-ft. sections fitted with rollers 14 in. long and 1½ in. in diameter. It includes four stands of adjustable height, these being mounted on swivel castors with rubber-tyred wheels. The apparatus is suitable for handling parcels up to 100 lb. in weight.

A. L. Marshall (Carlton) Ltd., Cemetery Road, Carlton, Nottingham.

NO POWER NEEDED

THIS **Vertolifter** elevator truck is intended to deal with all manner of lifting jobs where a more expensive or power-driven machine is not required. The hydraulic pump is double acting, operated by a hand lever, and will lift

500 lb. to a height of 55 inches. Lowering can be effected gently or swiftly as required. The frame is of steel channel section; the platform has four roller-bearing guide wheels machined from the solid bar and a roller chain is used for lifting.

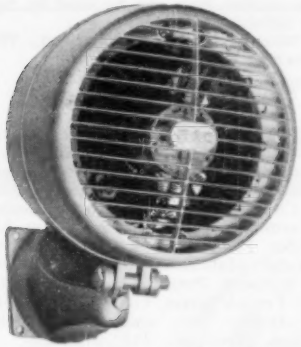
Fitted with two roller-bearing front wheels and two swivel castors at the rear, the truck will turn in its own length. Over-all width is only 23½ in. and height is 75½ in., and it is available with two sizes of platform, either 9½ by 19 in. or 15½ by 19 in. The former is handy when used in conjunction with small post-type bin pallets, the latter for larger objects.

Powell & Co., Burry Port, Carms, South Wales.

Heating & Lighting

NEVER TOO HOT

THIS new range of electric unit heaters comply with the special requirements of the projected European common market, American, Swedish, Norwegian and Swiss standards as well as those of the home market. There are two specific designs, one for the 3 kW heater (illustrated) and the other for a



range of unit heaters in 5, 10, 15 and 20 kW versions.

Enclosed in a cylindrical body made from die-cast aluminium finished in champagne gilt, heat-resisting lacquer, the 3 kW heater has an open-coil heating element. The fan which is powered by a totally enclosed self-oiling and noiseless motor, has a phenolic moulded impeller running at 1,150 r.p.m. Fixed by a bracket to the wall, the unit tilts to a maximum of 45 degrees to the vertical and the air flow can be directed where required. A hand reset thermal cut-out protects against overheating and the heater can be switched if desided, leaving the fan running.

These qualities are also found in the larger heaters with the addition that they can be mounted on wall or girder. The fans are larger in diameter and revolve at a greater speed, their cylindrical cases are made from sheet steel, finished in champagne gilt, and a diaphragm plate closes the gap between body and blades. The front of the 5 kW unit is fitted with an aluminium die-cast guard which allows the casting of thin veins, thus offering lower resistance to the air flow and keeping the noise at a minimum.

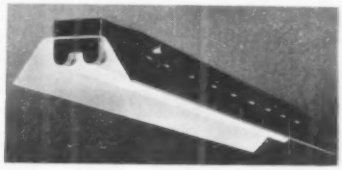
Prices range from £14 10s. for the 3 kW heater to £38 for the 20 kW.

General Electric Co. Ltd., Magnet House, Kingsway, London, W.C.2.

NEW LIGHTING RANGE

A NEW industrial trough reflector fitting (see illustration) for 4 ft. and 5 ft. bi-pin fluorescent lamps is one item in a range of new lighting fittings now on the market. Known as the "TK" it is available with plain or slotted reflectors for single or twin lamps, and is equipped with the new "Polyester" silent, cool-running, totally-enclosed, canned ballast. Coupling and shielding strips can be supplied for row-mounting, one of several mounting possibilities. The lamps are firmly held by spring-loaded, rotor-type lampholders, and the reflector is easily removed, without the aid of tools, for cleaning. Open ends are standard, but there is provision for fitting endplates.

The "TM.10" all-in-one industrial mounting channel for 40 w. and 80 w. fluorescent lamps, combines all accessories such as the new ballasts, starter holders and lampholders, which are pre-wired. The mounting channels are suitable for pendant and surface mounting and they can be used with or without attachments, singly or in rows, end to end.



Two new commercial attachments for use with the "TM.10" series are introduced. Type TB.17 has two steel endplates which are stove-enamelled white, two separate steel-framed "Crinothene" side panels, a metal-framed "Polystyrene" louvre, and two white stove-enamelled moulded plastic and motifs. Type TB15 consists of two white stove-enamelled endplates and side panels of perforated metal—

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specially treated with clear lacquer to close the perforations and to provide a diffusing effect—and a white "Polystyrene" louvre which closes the underside of the attachment.

Third in the range is a tungsten bowl fitting for direct/indirect illumination. The ivory bowl is constructed of glass fibre reinforced "Polyester" resin which has a smooth, hard surface and good anti-static properties, making it simple to keep clean. The W.9102 "Wenlock" is for suspension and the W.9103 "Wenlock" for ceiling mounting, both using 200 w. lamps. The concentric louvre—for direct downward light—in the base of the bowl, is of "Polystyrene." The suspension set is of aluminium, polished and lacquered, with a brass chrome-plated ceiling plate.

Lighting Division, Philips Electrical Ltd., Century House, Shaftesbury Avenue, London, W.C.2.

Good Housekeeping

BLOWER INTO CLEANER

USERS of the Martindale portable electric blower will be interested to learn of a new fitting supplied by the makers, which will convert the blower into a piece of cleaning and maintenance equipment. This wet-dry suction

pick-up consists of a rust-proofed 4-gallon tank, mounted on castors for full mobility, which when coupled with the blower, acts as a vacuum cleaner, capable of picking up dirt and liquids. These are sucked into the tank, while very fine dust passes into an attached filter bag. Any Martindale suction tool is suitable for collecting dust, but for liquids a special 12 in. squeegee floor tool and tubes are needed.

Another optional attachment is the **Port-a-Vac** harness, weighing only 3½ lb., which secures the cleaner to the operator's back, leaving his complete freedom of movement. It is made of fabricated steel and secured by adjustable canvas straps. The blower plugs into a fitting which is so designed that the suction hose can be used by right- or left-handed operators.

Martindale Electric Co. Ltd., Westmorland Road, London, N.W.9.

Trade News

J. E. LESSER & SONS LTD. have appointed the following main distributors for their range of **Jeltek** products:—

Cheshire, Lancashire, Cumberland, Westmorland and North Wales: Alexander Kenyon & Co. Ltd., Victoria Bridge, Manchester, 3. Tel.: BLA 8656.

Scotland: Potter, Cowan & Co. Ltd., 54 French Street, Glasgow, S.E. Tel.: Bridgeton 3791; and at 100 College Street, Aberdeen. Tel.: 51000.

Hampshire, Dorset and Wiltshire: Contractors Services, 647 Upper Bitterne Road, Southampton. Tel.: 47923.

Other areas will be supplied direct from the manufacturers.

The new 1957-58 **Jeltek** illustrated brochure and price list of protective clothing, etc., can be obtained from any of the above addresses or direct from the firm at Green Lane, Hounslow, Middlesex.

* * *

Lifting and handling equipment Catalogue No. 78. *(Angel Truck Co. Ltd., Meteor Works, 215-219 Albion Road, London, N. 16.)* Comprehensive list of trucks, trolleys, stillages and pallets, including many new models.

Catering's Costly "Tradition"

THE high rate of staff turnover in the catering industry—higher than in any other industry in the country—is costing a vast amount each year. To take on and then write off only one unskilled worker costs her employer between £5 and £20 in administration and overheads. These figures which are based upon a recent survey of industrial canteens, were given to an audience of catering executives last month by Miss Winifred McCullough, senior catering adviser to the Industrial Welfare Society. The survey covered 300 firms who are members of the IWS, and revealed that 80 per cent of canteen workers leave their jobs within a week of joining, a quarter of them without waiting for their first pay packet.

Miss McCullough blamed this unhappy state of affairs upon the catering industry's long tradition of casual labour, long hours, poor working conditions and hot, heavy work. "This has changed today", she added, "but the industry still bears the stigma of the past". Reasons given by the workers themselves varied from dissatisfaction with the wages to a lack of appreciation of the work entailed. Some complained of the expense and difficulties of travelling to work, others disliked working conditions, the supervisor or their colleagues.

Some of these facts were discussed by Miss McCullough in this journal (P.M. & M., August, 1957) when she called for a more realistic approach to the selection, induction and training of recruits to industrial catering.

Progress on Display

HUMAN understanding and progress is the theme of the most ambitious international exhibition ever organised which opens in Brussels next May. Some 50 nations will be displaying their industrial, scientific and architectural talent for six months on a 500-acre site on the Heysel Plateau next to the Royal Park of Laeken.

Chief feature of Britain's "shop window" will be a steel-framed pavilion with walls made entirely of glass. It will cost over £300,000 and will provide more than 60,000 square feet of exhibiting space.

Chest Conference

NOW that the scope of the National Association for the Prevention of Tuberculosis has been extended to cover diseases of the chest and heart as well as tuberculosis, an equally extensive programme is planned for their 1958 Commonwealth Chest Conference (July 1 to 4, Royal Festival Hall, London).

Subjects for the lectures, discussions and clinical meetings will include the problem of lung cancer, social aspects of cardiac disease, dangers of TB infection to personnel in pathological laboratories and pulmonary disease—an environmental malady. The conference will incorporate the annual conference of the British Tuberculosis Association.

The last NAPT conference in 1955 was attended by 1,700 representatives from 60 countries, and it is expected that next year's extended programme will attract record numbers. Full particulars can be obtained from the secretary-general, NAPT, Tavistock House North, London, W.C.1.

Leicester Shows How

A WORK study exhibition and demonstration, the first of its kind in the area, will be held at Leicester College of Art and Technology on Wednesday, January 22, 1958. Its purpose will be to show what can be achieved by the application of work study, and there will be a series of models and discussions. Announcing this at a recent Press conference, Mr. D. H. Browne, vice-chairman of the Leicestershire Work Study Group and chairman of the organising committee, stated that only local industries would be considered for the exhibition.

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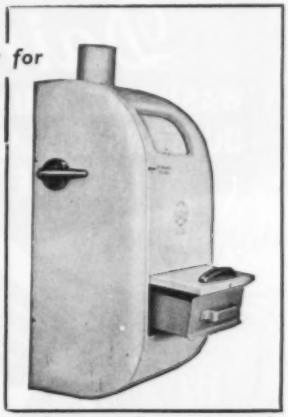

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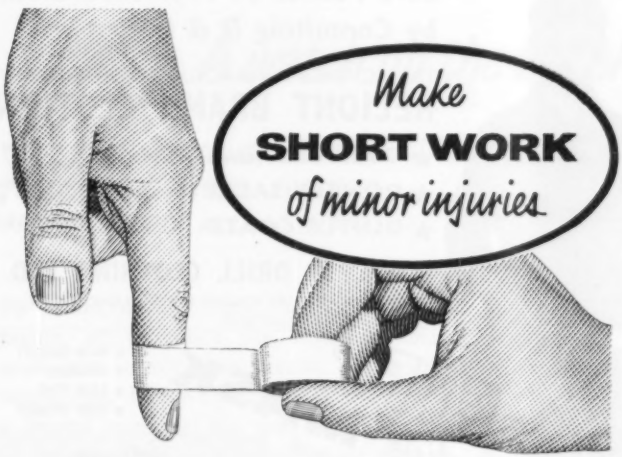

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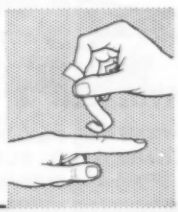

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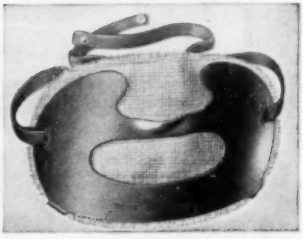

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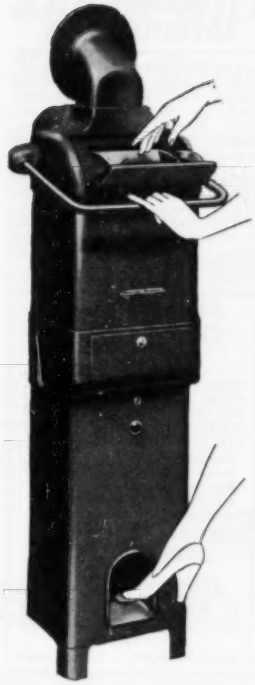

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